

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Sunday, November 27, 2016 6:41 PM
To: Kolb, Ingrid
Subject: Re: Transition Meeting Monday

Thanks. No special requests or preferences. I look forward to their advice.

I hope you had a good Thanksgiving.

Best,
Tom

On Sunday, November 27, 2016, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:
Tom,

I wanted to give you a heads-up that you're scheduled for a welcome meeting with the Secretary and Deputy Secretary at 10:30 tomorrow. That should give us time to cover logistical issues, develop the plan for the week, and get your security badge prior the meeting.

I will see you at the VIP desk around 9:00 tomorrow morning. Please let me know if you have any questions or preferences regarding tomorrow.

I hope you have a good evening.

Ingrid

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Friday, November 25, 2016 5:07:38 PM
To: Kolb, Ingrid
Subject: Re: Transition Meeting Monday

Great, thanks. Unfortunately, Kelly won't be available on Monday. If any other names show up over the weekend and they are local, I will let you know. Either way, I will see you Monday. Have a great weekend.

Best,
Tom

On Friday, November 25, 2016, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

Tom,

9:00 am on Monday is fine. I will meet you at the VIP desk in the main lobby.

Late Wednesday, the White House sent the name of another review team member for DOE – Kelly Mitchell.

Do you have her on your list? If so, she's welcome to come on Monday if that works for the two of you.

I hope you have a good weekend. See you on Monday.

Ingrid

From: Thomas Pyle [mailto:thomas.j.pyle@ptt.gov]

Sent: Friday, November 25, 2016 4:34 PM

To: Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov>

Subject: Transition Meeting Monday

Ingrid:

I hope you had a good Thanksgiving. (b) (5)
morning? I was thinking around 9am.

Can I still come by Monday

Let me know if that will work on your end.

Best,

Tom Pyle

(b) (6)

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Monday, November 28, 2016 1:11 PM
To: Thomas Pyle
Subject: RE: Meeting with NNSA Laboratory Directors

I received clarification that the meeting is scheduled for Wednesday morning, November 30.

From: Kolb, Ingrid
Sent: Monday, November 28, 2016 1:00 PM
To: 'Thomas Pyle' <thomas.j.pyle@ptt.gov>
Subject: Meeting with NNSA Laboratory Directors

I received an e-mail this morning from an NNSA laboratory director indicating that the NNSA laboratory directors have a meeting with you tomorrow morning. I just want to confirm the meeting and ask if you need anything in preparation for it. Thanks.

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Monday, November 28, 2016 2:50 PM
To: Kolb, Ingrid
Subject: Re: Secretary's Testimony

Thanks, Ingrid.

On Monday, November 28, 2016, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

Below is a link to the testimony that the Secretary mentioned this morning on DOE's emergency response authorities.

I'm also attaching a list of helpful links that include, for example, reports, budget information, and DOE's strategic plan.

I hope this helps. Please let me know if you have any questions or need more information. Thanks.

DOE Emergency Response Capabilities—August 15th, 2016

http://www.energy.gov/sites/prod/files/2016/10/f33/8_15_16_Ernest_Moniz%20FT%20SENR.pdf

Helpful Links

DOE Reports

DOE Strategic Plan – April 2014

<http://www.energy.gov/budget-performance>

FY 2017 DOE Budget in Brief – February 2016

http://energy.gov/sites/prod/files/2016/02/f29/FY2017BudgetinBrief_0.pdf

Quadrennial Energy Review: Energy Transmission, Storage, and Infrastructure (First Installment) – April 2015

<http://www.energy.gov/epsa/downloads/quadrennial-energy-review-first-installment>

Quadrennial Technology Review: An Assessment of Energy Technologies and Research Opportunities – September 2015

<http://www.energy.gov/under-secretary-science-and-energy/quadrennial-technology-review-2015>

Revolution Now – The Future Arrives for Five Clean Energy Technologies – September 2016

<http://energy.gov/revolution-now>

2016 Annual Energy Outlook – August 2016

[http://www.eia.gov/forecasts/aeo/pdf/0383\(2016\).pdf](http://www.eia.gov/forecasts/aeo/pdf/0383(2016).pdf)

Exploring Regional Opportunities in the U.S. for Clean Energy Technology Innovation: Volume I – October 2016

<http://www.energy.gov/mission-innovation/downloads/exploring-regional-opportunities-us-clean-energy-technology-innovation-0>

Exploring Regional Opportunities in the U.S. for Clean Energy Technology Innovation: Volume II: University Reports -- October 2016

<http://www.energy.gov/mission-innovation/downloads/exploring-regional-opportunities-us-clean-energy-technology-innovation>

Secretary of Energy's Advisory Board (SEAB) Reports

SEAB Task Force on the Future of Nuclear Power

<http://www.energy.gov/seab/downloads/final-report-task-force-future-nuclear-power>

SEAB Task Force on Biomedical Sciences – September 22, 2016

<http://www.energy.gov/seab/downloads/final-report-seab-task-force-biomedical-sciences>

SEAB Task Force on Federal Energy Management – September 22, 2016

<http://www.energy.gov/seab/downloads/final-report-task-force-federal-energy-management>

SEAB Task Force on Methane Hydrates – January 26, 2016

<http://www.energy.gov/seab/downloads/report-task-force-methane-hydrates>

SEAB Task Force on DOE National Laboratories – June 17, 2015

<http://www.energy.gov/seab/downloads/interim-report-task-force-doe-national-laboratories>

SEAB Task Force on Nuclear Nonproliferation – March 31, 2015

<http://www.energy.gov/seab/downloads/report-task-force-nuclear-nonproliferation-0>

SEAB Task Force on Technology Development for Environmental Management – December 3, 2014

<http://www.energy.gov/seab/downloads/report-task-force-technology-development-environmental-management>

SEAB Task Force on Next Generation High Performance Computing – August 17, 2014

<http://www.energy.gov/seab/downloads/report-task-force-next-generation-high-performance-computing>

SEAB Interim Report on Nuclear Nonproliferation – August 1, 2014

<http://www.energy.gov/seab/downloads/interim-report-task-force-nuclear-nonproliferation>

SEAB Task Force on Hubs – March 28, 2014

<http://www.energy.gov/seab/downloads/report-hubs-task-force>

SEAB Task Force on FracFocus – March 28, 2014

<http://www.energy.gov/seab/downloads/report-task-force-fracfocus-20>

External Reports and Responses

Securing America's Future: Realizing the Potential of the Department of Energy's National Laboratories – Final Report of the Commission to Review the Effectiveness of the National Energy Laboratories (Volumes 1 & 2) -- October 28, 2015

<http://energy.gov/sites/prod/files/2015/10/f27/Final%20Report%20Volume%201.pdf>

<http://energy.gov/sites/prod/files/2015/10/f27/Final%20Report%20Volume%202.pdf>

DOE Response to the CRENEL Report – February

2016 <http://energy.gov/labcommission/downloads/departamental-response-final-report-commission-review-effectiveness-national>

A New Foundation for the Nuclear Enterprise: Report of the Congressional Advisory Panel on the Governance of the Nuclear Security Enterprise – November 2014

http://cdn.knoxblogs.com/atomiccity/wp-content/uploads/sites/11/2014/12/Governance.pdf?_ga=1.83182294.1320535883.1415285934

National Nuclear Security Administration Comments on the Final Report of the Congressional Advisory Panel on the Governance of the Nuclear Security Enterprise – May 2015

<https://nnsa.energy.gov/sites/default/files/nnsa/inlinefiles/nnsa-comments-final-report-of-the-congressional-advisory-panel-on-the-governance-of-the-nuclear-securityenterprise.pdf>

Congressional Testimony

2015 Hearings

Quadrennial Energy Review (QER) — June 2, 2015

http://www.energy.gov/sites/prod/files/2015/06/f22/6-2-15_Ernest_Moniz%20FT%20HEC.pdf

Joint Comprehensive Plan of Actions (JCPOA)—July 29, 2015

http://www.energy.gov/sites/prod/files/2015/09/f26/7-29-15_Ernest_Moniz%20FT%20SASC.pdf

Strategic Petroleum Reserves and Energy Security –October 6th, 2015

http://www.energy.gov/sites/prod/files/2015/10/f27/10-6-15_Ernest_Moniz%20FT%20SENR.pdf

2016 Hearings

FY 2017 Budget Request – March 2nd, 2016

<http://www.energy.gov/sites/prod/files/2016/03/f30/3.2.16%20Final%20FY%202017%20Sec%20Moniz%20HEC%20Budget%20Hearing%20Testimony.pdf>

Energy Security in the Americas –June 9th, 2016

http://www.energy.gov/sites/prod/files/2016/11/f34/6-9-16_Melanie_Kenderdine%20FT%20HFAC.pdf

[http://www.energy.gov/sites/prod/files/2016/11/f34/6-9-16 %20Adam Sieminski%20FT%20HFAC.pdf](http://www.energy.gov/sites/prod/files/2016/11/f34/6-9-16%20Adam_Sieminski%20FT%20HFAC.pdf)

DOE Emergency Response Capabilities—August 15th, 2016
[http://www.energy.gov/sites/prod/files/2016/10/f33/8_15_16 Ernest Moniz%20FT%20SENR.pdf](http://www.energy.gov/sites/prod/files/2016/10/f33/8_15_16_Ernest_Moniz%20FT%20SENR.pdf)

The Future of Nuclear Power—September 14th, 2016
<http://www.appropriations.senate.gov/imo/media/doc/091416-Secretary-Moniz-Testimony.pdf>

DOE's Role in Advancing the National, Economic, and Energy Security of the United States—September 15th, 2016
[http://www.energy.gov/sites/prod/files/2016/10/f33/9-15-16 Ernest Moniz%20FT%20HEC.pdf](http://www.energy.gov/sites/prod/files/2016/10/f33/9-15-16_Ernest_Moniz%20FT%20HEC.pdf)

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Monday, November 28, 2016 3:41 PM
To: Silk, Jennifer
Cc: McClees, Timothy
Subject: RE: Nov 29 ESCC Meeting Information for Transition Team

Would you call me about this? Thanks. 62550

From: Silk, Jennifer
Sent: Monday, November 28, 2016 2:48 PM
To: Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov>
Cc: McClees, Timothy <Timothy.Mcclees@Hq.Doe.Gov>
Subject: Nov 29 ESCC Meeting Information for Transition Team
Importance: High

Ingrid,
Please pass the following information to Tom Pyle for tomorrow's Electricity Subsector Coordinating Council (ESCC) Meeting. I understand (b) (6), and (b) (6) are also attending. (b) (5)

The attached ESCC brochure and initiatives summary provide a good primer on the ESCC and its activities. The agenda for tomorrow's meeting and a list of key participants is also attached.

Electricity Subsector Coordinating Council and Government Executives Meeting
Date: Tuesday, November 29, 2016
Time: 2:00 PM – 4:30 PM (EST)
Location: Mandarin Oriental, 1330 Maryland Ave SW, Washington, DC
Room: Grand Ballroom A & B

The Grand Ballroom is at the bottom of the escalator which is located across the lobby on the left from the main entrance. We can post an escort if needed to assist, and there is also an army of hotel staff eager to help guests get to their destinations.

Thanks, Jen

ESCC

Electricity Subsector Coordinating Council

Protecting the energy grid from threats that could impact national security is a responsibility shared by both the government and the electric power sector.

The Electricity Subsector Coordinating Council (ESCC) serves as the principal liaison between the federal government and the electric power sector, with the mission of coordinating efforts to prepare for, and respond to, national-level disasters or threats to critical infrastructure. The ESCC includes electric company CEOs and trade association leaders representing all segments of the industry. Its counterparts include senior Administration officials from the White House, relevant Cabinet agencies, federal law enforcement, and national security organizations.

Background

In October 2010, the National Infrastructure Advisory Council (NIAC) issued a report, *A Framework for Establishing Critical Infrastructure Resilience Goals*, that included nine recommendations. The first recommendation was:

NIAC Recommendation: “The White House [will] initiate an executive-level dialogue with electric and nuclear sector CEOs on the respective roles and responsibilities of the private sector in addressing high-impact infrastructure risks and potential threats... .”

This recommendation was the impetus for initial meetings in July 2012 between an ad hoc group of industry CEOs and Department of Energy (DOE) Secretary Steven Chu and Department of Homeland Security (DHS) Secretary Janet Napolitano. These meetings resulted in a classified briefing for the industry in September 2012 and led to the formation of the Joint Electric Executive Committee, which was convened in January 2013 and which had a commitment to meet quarterly with the Deputy Secretaries of DOE and DHS.

Ultimately, the Joint Electric Executive Committee transitioned to its current official role as the ESCC.

ESCC Areas of Focus

Industry and government leaders have agreed to focus on four main areas that improve the security posture of the industry and the nation. To support the deployment of tools, improve the flow of threat information, prepare for incidents, and work closely with other interdependent infrastructure sectors, the ESCC has organized into strategic committees with the following missions:

Threat Information Sharing: Improve and institutionalize the flow of, and access to, actionable information among public- and private-sector stakeholders.

Industry-Government Coordination: Establish unity of effort and unity of messaging between industry and government partners to support the missions of the ESCC both during crises and in steady state.

Research & Development: Coordinate government and industry efforts on strategic infrastructure investments and R&D for resilience and national security-related products and processes.

Cross-Sector Liaisons: Develop strong partnerships at all levels of the Electricity, Communications (Telecommunications), Oil and Natural Gas (Downstream Gas), Financial Services, Transportation Systems, and Water and Wastewater Systems (Water) sectors to plan and respond to major incidents, to better understand and protect our mutual dependencies, and to share information effectively and efficiently to improve cross-sector situational awareness.

Security Executive Working Group

To support the mission of the ESCC, a Security Executive Working Group (SEWG) convenes by phone on a monthly basis and creates ad hoc teams to accomplish the goals identified by the CEOs and Deputy Secretaries. In parallel to this effort, the government also has organized around these goals with a commitment to align government and industry efforts.

ESCC Official Roster

November 2016

Leadership (3)

Tom Fanning, Southern Company (co-chair)
Kevin Wailes, Lincoln Electric System (co-chair)
Duane Highley, Arkansas Electric Cooperative (co-chair)

Steering Committee (9)

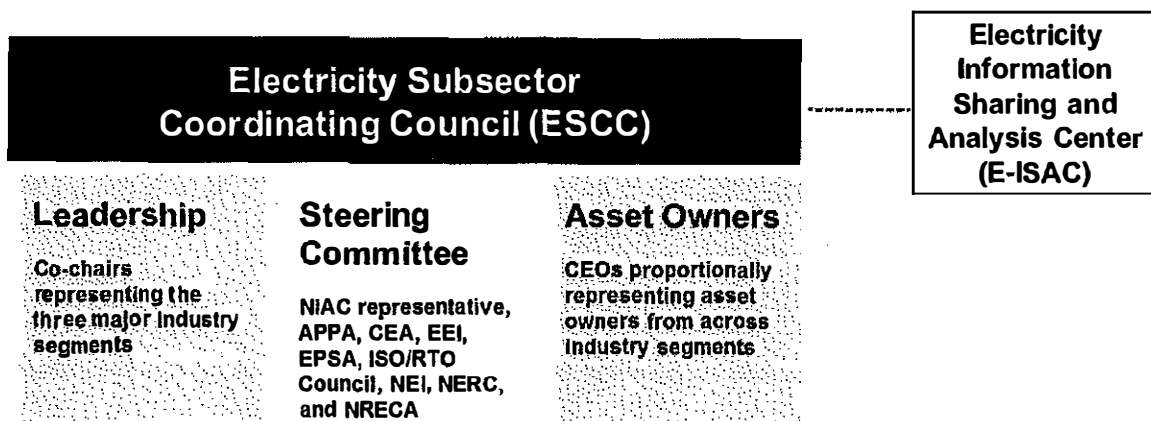
Sue Kelly, American Public Power Association
Sergio Marchi, Canadian Electricity Association
Tom Kuhn, Edison Electric Institute
John Shelk, Electric Power Supply Association
Andrew Ditt, PJM (representing the ISO/RTO Council)
Mike Wallace, National Infrastructure Advisory Council
Jim Matheson, National Rural Electric Cooperative Association
Gerry Cauley, North American Electric Reliability Corporation
Marv Fertel, Nuclear Energy Institute

Asset Owners

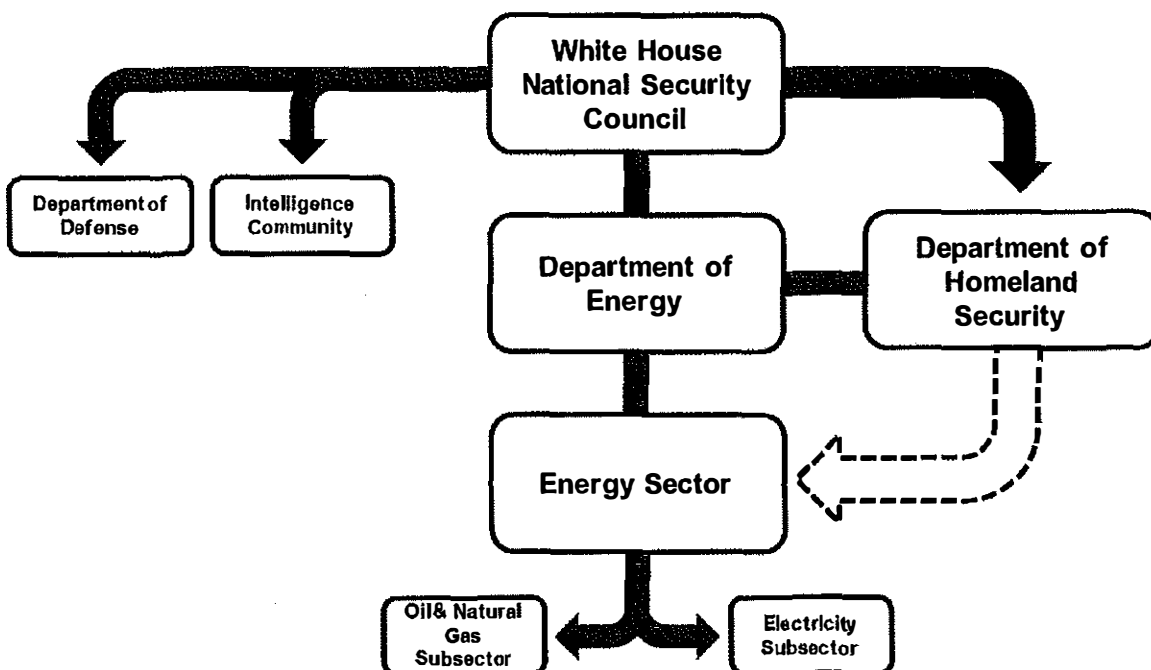
(19: 13 investor-owned electric companies; 3 electric cooperatives; 3 municipal electric companies)

Nick Akins, American Electric Power
Jim Torgerson, Avangrid
Scott Miller, City Utilities of Springfield
John McAvoy, Consolidated Edison
Tom Farrell, Dominion
Lynn Good, Duke Energy
Pedro Pizarro, Edison International
Gianna Manes, ENMAX Corporation
Chris Crane, Exelon Corporation
Greg Ford, Georgia System Operations Corporation
David Saggau, Great River Energy
Connie Lau, Hawaiian Electric Industries
William Fehrman, MidAmerican Energy Co.
John Bilda, Norwich Public Utilities
Jack Reasor, Old Dominion Electric Cooperative
Tony Earley, PG&E Corporation
Bill Spence, PPL Corporation
Lonnie Carter, Santee Cooper
Ben Fowlke, Xcel Energy

ESCC Member Structure



Energy Sector-Government Organizational Structure



ESCC

NOVEMBER 2016

Electricity Subsector Coordinating Council

The CEO-led Electricity Subsector Coordinating Council (ESCC) serves as the principal liaison between the federal government and the electric power industry, with the mission of coordinating efforts to prepare for, and respond to, national-level disasters or threats to critical infrastructure. The National Infrastructure Advisory Council called the ESCC a model for how critical infrastructure sectors can more effectively partner with government. The ESCC has been a catalyst for major initiatives that are improving the security posture of the industry and, by extension, the nation.

The ESCC is taking action on issues in three main areas: facilitating coordination with the government and other critical infrastructure sectors; improving information sharing capabilities, tools, and technologies; and enhancing resilience, response, and recovery efforts.

Industry-Government and Cross-Sector Coordination

The ESCC works across the electric power industry, with the government, and with other interdependent critical infrastructure sectors to improve planning for and response to major incidents. This includes conducting joint exercises, fostering a better understanding and protection of our mutual dependencies, and sharing information more effectively.

ESCC Playbook

The ESCC Playbook provides a framework for senior industry and government executives to coordinate response and recovery efforts and communications to the American public. The Playbook has been tested in a series of exercises.

Strategic Infrastructure Coordinating Council (SICC)

Given the criticality and interdependencies, the electric, communications, and financial services sector coordinating councils will form the SICC. The SICC will identify mutual priorities, develop and exercise cross-sector incident response plans and protocols, as well as align organizations, systems, processes, and technologies across sectors. The SICC also will serve as a focal point for government engagement with strategic infrastructure in steady-state and during crises. The SICC will convene a small group of senior executives representing the three sectors.

Supply Chain Security

The ESCC, in coordination with the government, has convened industry and government stakeholders, along with security and technology vendors, to identify and share best practices to address threats to the supply chain.

R&D Alignment

The industry is collaborating with the government, the national labs, and the investment community on resilience and infrastructure investments for grid security R&D.

Electromagnetic Pulse (EMP)

The ESCC has formed a task force to coordinate with the government and other critical infrastructure sectors on a national response to the threat of high-impact, low-frequency risks such as an EMP attack. The ESCC is supporting the Electric Power Research Institute's EMP Project, which will determine the vulnerability of and mitigation approaches for high-voltage and electronic equipment installed on the transmission system to various EMP threats; provide a scientific basis for investments to mitigate EMP threats to the energy grid; and inform response and recovery efforts.

Information Sharing and Tools and Technology

The ESCC works with the government and the private sector to deploy the latest tools and technologies to improve situational awareness and enable machine-to-machine information sharing.

Electricity Information Sharing and Analysis Center (E-ISAC) Member Executive Committee (MEC)

In 2015, the ESCC formed the MEC to advise the E-ISAC on ways in which the industry can speed delivery and analysis of potential threats to the power system. The MEC provides industry leadership and expertise to guide and support the E-ISAC vision and mission.

Cybersecurity Risk Information Sharing Program (CRISP)

CRISP is a public-private partnership co-funded by the Department of Energy (DOE) and industry and managed

by the E-ISAC. CRISP seeks to facilitate timely bi-directional sharing of actionable unclassified and classified threat information, using advanced collection, analysis, and dissemination tools to identify threat patterns and trends across the electric power industry.

Other Information Sharing Programs

E-ISAC, DOE, and DHS are developing additional information sharing tool programs to pilot and bring to market (Enhanced Analytics, Operational Technology Pilot, Operational Technology Sensor Project, STIX/TAXII Pilot, etc.).

Response and Recovery

During an incident, the ESCC's role is to provide situational awareness, align messaging, and serve as a counterpart for government executives on response and recovery efforts.

Mutual Assistance Programs

The three segments of the electric power industry—investor-owned, municipal, and cooperative electric companies—have voluntary mutual assistance programs in place to allocate resources in support of power restoration to participating electric companies for severe weather events.

Cyber Mutual Assistance

The ESCC has established a task force to develop a cyber mutual assistance program to aid electric companies in restoring necessary computer systems in the event of a regional or national cyber incident. This program builds on the electric power industry's culture of mutual assistance to develop resource sharing relationships that provide surge capacity should a cyber incident exceed the capacity for an individual company to respond.

Spare Equipment Programs

Electric companies also regularly share transformers and other equipment. The industry is expanding equipment sharing programs—like the Spare Transformer Equipment Program, SpareConnect, and the newly formed Grid Assurance program—to improve grid resilience from a range of threats.

Transformer Transportation Emergency Support Guide

The ESCC, in coordination with other critical infrastructure sectors and the government, has developed a Transformer Transportation Emergency Support Guide to expedite the deployment of large spare equipment, such as transformers, quickly over our rails, roadways, and waterways in an emergency.

Supplemental Operating Strategies

Following GridEx III and the cyber incident affecting Ukrainian electric companies, there has been a focus on operating the energy grid under sub-optimal circumstances. Whether resorting to manual operations,

engaging in planned separations, leveraging secondary and tertiary back-up systems, or operating in other degraded states, the ESCC has asked grid experts to explore "extraordinary measures" that can be anticipated, planned for, and practiced so these are not being contemplated for the first time during an incident.

Exercises

Electric companies plan and regularly exercise for a variety of emergency situations that could impact their ability to provide electricity. The industry participates in many incident response exercises, including five national-level exercises since November 2015.

- I. **GridEx III** (NERC, November 2015) gathered more than 360 organizations and 4,400 participants from industry, government agencies, and partners in Canada and Mexico. GridEx III also included an executive tabletop exercise where 32 electric sector executives and senior U.S. government officials worked through incident response protocols to address widespread outages.
- II. **Clear Path IV** (DOE, April 2016) convened 200 participants from the oil and gas and electric power industries and federal and state officials to test response and restoration protocols to a catastrophic simulated earthquake and tsunami in the Pacific Northwest.
- III. **Cascadia Rising** (FEMA, June 2016) was a three-day exercise that tested first responders and government emergency personnel responses in the immediate aftermath of a significant earthquake.
- IV. **Cyber Guard** (DOD/NSA, June 2016) was a two-week exercise that tested the response capabilities of 1,000 energy, IT, transportation, and government experts to a major cyber attack.
- V. **Joint Financial Services—Electric Sector Cyber Exercise** (Treasury, August 2016) examined incident response capabilities and interdependencies between the two sectors.

Critical Infrastructure Partnership Advisory Council (CIPAC)
Electricity Subsector Coordinating Council and
Government Executives Meeting Agenda

Tuesday, November 29, 2016
2:00 PM – 4:30 PM (EST)

Mandarin Oriental
Grand Ballroom A & B
1330 Maryland Ave SW, Washington, DC

2:00 PM – 2:10 PM (10 min)	Welcoming Remarks <ul style="list-style-type: none">• CIPAC Opening• Elizabeth Sherwood-Randall, Deputy Secretary, DOE• Russ Deyo, Acting Deputy Secretary, DHS• ESCC Leadership
2:10 PM – 2:55 PM (45 min)	Transition Discussion (Intro: Fanning) <ul style="list-style-type: none">• Transfer of government continuity plans (Sherwood-Randall & Deyo)• ESCC Overview: The “value of the partnership” (Fanning, Wailes, & Highley)• 2017 Strategic Priorities (Fanning, Wailes, & Highley)
2:55 PM – 3:00 PM (5 min)	Strategic Infrastructure Coordinating Council (Fanning)
3:00 PM – 3:25 PM (25 min)	R&D Discussion (Intro: Sherwood-Randall & Highley; Leads: Ott & Carter) <ul style="list-style-type: none">• R&D Committee Plan & Priorities<ul style="list-style-type: none">◦ EPRI EMP Project Update (Howard & Hoffman)◦ Advanced Information Sharing Capabilities (Ott & Carter)◦ Resilient Grid Operations Communications (Ott & Carter)• DOE National Labs Programs (Hoffman)
3:25 PM – 3:45 PM (20 min)	Information Sharing Tools Discussion (Intro: Wailes; Leads: Spence, Reasor) <ul style="list-style-type: none">• DOE Cyber Partnership Program (Hoffman, Kelly, & Connor)• CRISP & Other Information Sharing Tools (Cauley & Hoffman)• E-ISAC MEC Update (Spence & McAvoy)
3:45 PM – 4:20 PM (35 min)	Incident Response & Exercises Discussion (Leads: Fanning & Sherwood-Randall) <ul style="list-style-type: none">• Cybersecurity (Fanning)<ul style="list-style-type: none">◦ Cyber Mutual Assistance (Fehrman)◦ IoT Cyber Threat (Cauley)◦ National Cyber Incident Response Plan (Spaulding)• GridEx IV (Cauley)
4:20 PM – 4:30 PM (10 min)	Closing Remarks and Action Items <ul style="list-style-type: none">• Action Items: Next steps, transition coordination, and 2017 meeting schedule (Fanning)• Closing Remarks:<ul style="list-style-type: none">◦ ESCC Leadership◦ Suzanne Spaulding, Under Secretary, NPPD, DHS◦ Elizabeth Sherwood-Randall, Deputy Secretary, DOE• CIPAC Close

Key Attendee List- ESCC & Government Executives Meeting

November 29, 2016

Government

Name	Agency	Title
Bay, Norman	Federal Energy Regulatory Commission	Chairman
Blaustein, Rochelle	Department of Energy	Deputy Director, Office of Technology Transitions
Carpenter, Scott	Southwestern Power Administration	Administrator
Delgado, Daniel	Federal Bureau of Investigation	Unit Chief
Deyo, Russ	Department of Homeland Security	Acting Deputy Secretary
Durant, Chuck	Department of Energy	Deputy Director of Counterintelligence
Durkovich, Caitlin	Department of Homeland Security	Assistant Secretary, Office of Infrastructure Protection
Gabriel, Mark	Western Power Administration	Administrator and CEO
Hoffman, Pat	Department of Energy	Assistant Secretary, Office of Electricity Delivery and Energy Reliability
Kenchington, Hank	Department of Energy	Deputy Assistant Secretary, Cybersecurity and Emerging Threats R&D
Kolasky, Bob	Department of Homeland Security	Deputy Assistant Secretary, Infrastructure Protection
Kosak, Chuck	Department of Defense	Deputy Assistant Secretary of Defense, Defense Continuity and Mission Assurance
Kumar, Puesh	Department of Energy	Director, Preparedness and Exercises
Legg, Kenneth	Southeastern Power Association	Administrator
Mainzer, Elliot	Bonneville Power Administration	Administrator
Mapar, Jalal	Department of Homeland Security	Senior Technical Advisor, Infrastructure Protection
Mayo, Ben	Department of Homeland Security	Electricity Sector Liaison
McClees, Tim	Department of Energy	Chief of Staff to the Deputy Secretary
McClelland, Joe	Federal Energy Regulatory Commission	Director
McGlone, James	Department of Energy	Electrical Engineer
McGinn, Dennis	Navy	Assistant Secretary of the Navy, Energy, Installations and Environment
Morrison, Stephanie	National Security Council	Director, Critical Infrastructure Protection
O'Dea, Niall	Natural Resources Canada	Director General, Electricity Resources Branch
Schneck, Phyllis	Department of Homeland Security	Deputy Under Secretary, Cybersecurity and Communications
Self, Scott	Tennessee Valley Authority	Vice President, Chief Information Officer
Sherwood-Randall, Elizabeth	Department of Energy	Deputy Secretary of Energy
Silk, Jennifer	Department of Energy	Senior Cybersecurity Advisor
Smith, Wayne	Department of Energy	Military Assistant
Spaulding, Suzanne	Department of Homeland Security	Under Secretary, National Protection and Programs Directorate
Steit, Devin	Department of Energy	Deputy Assistant Secretary, Infrastructure Protection and Energy Restoration
West, Steven	Nuclear Regulatory Commission	Deputy Office Director

Industry

Name	Agency	Title
Aaronson, Scott	Edison Electric Institute	Senior Director, National Security Policy
Alkins, Nick	American Electric Power	President and CEO
Blue, Bob	Dominion Virginia Power	President
Carter, Lonnie	Santee Cooper	President and CEO
Cauley, Gerry	North American Electric Reliability Corporation	President
Connor, Jeffrey	National Rural Electric Cooperative Association	COO
Crane, Chris	Exelon Corporation	President and CEO
Ditto, Joy	Utilities Telecom Council	President and CEO
Fanning, Tom	Southern Company	Chairman, President, and CEO
Fehrman, Bill	MidAmerican Energy	President and CEO
Fertel, Marvin	Nuclear Energy Institute	President and CEO
Fowke, Ben	Xcel Energy	Chairman, President, and CEO
Good, Lynn	Duke Energy	Chairman, President, and CEO
Hawkins, George	DC Water	CEO and General Manager
Highley, Duane	Arkansas Electric Cooperatives	President and CEO
Howard, Mike	Electric Power Research Institute	President and CEO
Kelly, Sue	American Public Power Association	President and CEO
Kuhn, Tom	Edison Electric Institute	President
Lau, Connie	Hawaiian Electric Industries	President and CEO
Manes, Gianna	ENMAX Corporation	President and CEO
Marchi, Sergio	Canadian Electricity Association	President and CEO
Matheson, Jim	National Rural Electric Cooperative Association	CEO
McAvoy, John	Consolidated Edison of New York	Chairman, President, and CEO
McCurdy, David	American Gas Association	President and CEO
Miller, Scott	City Utilities of Springfield	General Manager and CEO
Ott, Andrew	PJM Interconnection (PA, NJ, MD)	President and CEO
Pizarro, Pedro	Edison International	President and CEO
Reasor, Jack	Old Dominion Electric Cooperative	President and CEO
Saggau, David	Great River Energy	President and CEO
Shelk, John	Electric Power Supply Association	President and CEO
Spence, Bill	PPL Corporation	President and CEO
Torgerson, Jim	AvanGrid	CEO
Wailles, Kevin	Lincoln Electric System	Administrator and CEO
Wallace, Michael	Center for Strategic and International Studies	Senior Advisor and Director, Nuclear Energy Program

Yanos, Brian (CONTR)

From: Silk, Jennifer
Sent: Monday, November 28, 2016 5:10 PM
To: Kolb, Ingrid
Subject: RE: ESCC Event -- November 29

Done. Thanks!

From: Kolb, Ingrid
Sent: Monday, November 28, 2016 4:40 PM
To: Silk, Jennifer <Jennifer.Silk@hq.doe.gov>
Subject: RE: ESCC Event -- November 29

You should ask her to touch base with Tom Pyle.

From: Kolb, Ingrid
Sent: Monday, November 28, 2016 4:34 PM
To: Silk, Jennifer <Jennifer.Silk@hq.doe.gov>
Subject: FW: ESCC Event -- November 29
Importance: High

From: Kolb, Ingrid
Sent: Monday, November 28, 2016 4:33 PM
To: 'Thomas Pyle' <thomas.i.pyle@ptt.gov>
Subject: ESCC Event -- November 29
Importance: High

Tom,

Attached is information about the Electricity Subsector Coordinating Council (ESCC) meeting tomorrow. As Tim McClees from the Deputy Secretary's office mentioned, the best time for you to participate is from 2:00 – 3:00 pm. The meeting is at the Mandarin Oriental, 1330 Maryland Ave SW, Grand Ballroom A & B. The Grand Ballroom is at the bottom of the escalator which is located across the lobby on the left from the main entrance. Please look for your name placard at the table.

The Deputy's office received an e-mail message from (b) (6) indicating that (b) (6) (b) (6), and she would also be attending with you. (b) (6) is on the DHS transition team, but I'm not sure of the status of (b) (6). If you could confirm for me that they are part of the transition, it would be really helpful. Also, if you have any questions about the event, please let me know. Thanks.

Ingrid

Yanos, Brian (CONTR)

From: Silk, Jennifer
Sent: Monday, November 28, 2016 4:24 PM
To: Kolb, Ingrid
Subject: FW: transition contact

FYI. I should reply when you're ready.

From: (b) (6)
Sent: Monday, November 28, 2016 4:05:45 PM
To: Aaronson, Scott
Cc: Silk, Jennifer
Subject: Re: transition contact

Hi Jennifer,

Reaching out again - should we just show up tomorrow?

Thanks,
 (b) (6)

On Mon, Nov 28, 2016 at 11:16 AM, (b) (6) wrote:
 Thanks Scott and hello Jen. I've got Tom Pyle, (b) (6), and myself prepared to attend the ESCC tomorrow, at least for the first hour. Please let me know what you need for the official invite from DOE.

Thank you,
 (b) (6)

On Mon, Nov 28, 2016 at 11:05 AM, Aaronson, Scott (b) (6) wrote:

Jen, "meet" (b) (6), "meet" Jen.

Jen: (b) (6) is a friend who I've worked with for years and has been asked to help make sure the right people are in the room for the transition discussion tomorrow. I told her you were the best person to coordinate with, so wanted to connect you.

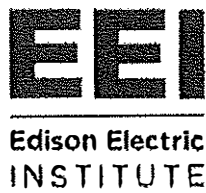
(b) (6) as I mentioned, Jen is your best contact. She's a senior advisor to the Dep Sec and has been involved in the transition support.

I'll leave you two to coordinate.

Scott I. Aaronson

Executive Director, Security and Business Continuity

(b) (6)



Ruda, Anjelica M. (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Tuesday, November 29, 2016 8:47 AM
To: Kolb, Ingrid
Subject: Re: ESCC Event -- November 29

That's fine. I totally understand and no problem.

I'm in transition team meetings this morning at GSA, so I probably won't make it over there this morning, if that changes, I will let you know.

Thanks, again.

Best,
Tom

On Tuesday, November 29, 2016, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

Tom,

(b) (5), (b) (6)

However, we look forward to having you and (b) (6) participate.

Please let me know if you have any questions about the meeting or need additional information. I look forward to seeing you soon, hopefully later today.

Ingrid

From: Thomas Pyle [<mailto:thomas.j.pyle@ptt.gov>]
Sent: Monday, November 28, 2016 8:14 PM
To: Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov>
Subject: ESCC Event -- November 29

Hi, Ingrid. (b) (5), (b) (6)

On Monday, November 28, 2016, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

Tom,

Attached is information about the Electricity Subsector Coordinating Council (ESCC) meeting tomorrow. As Tim McClees from the Deputy Secretary's office mentioned, the best time for you to participate is from 2:00 – 3:00 pm. The meeting is at the Mandarin Oriental, 1330 Maryland Ave SW, Grand Ballroom A & B. The Grand Ballroom is at the bottom of the escalator which is located across the lobby on the left from the main entrance. Please look for your name placard at the table.

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the status of (b) (6) . I re part of the
transition, it would be really helpful. Also, if you have any questions about the event, please let me
know. Thanks.

Ingrid

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Tuesday, November 29, 2016 10:40 AM
To: thomas.j.pyle@ptt.gov
Cc: Collaso-Talbert, Judith
Subject: Weekly Meeting w/Kevin Knobloch

Good Morning Tom,

Kevin Knobloch would like to have a weekly meeting scheduled with you. (Kevin is the Chief of Staff to Secretary Moniz.) His office is proposing a meeting date and time of Wednesdays at 11:00, beginning December 7. (b) (5)

Let me know if the dates and times work for you and I will close the loop with Kevin's office.

Thank you,
Judy
202-287-6600

Judy Collaso-Talbert
Program Analyst
Office of Environmental Management
Department of Energy
202-586-6069
202-586-9100 (fax)

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Tuesday, November 29, 2016 11:00 AM
To: thomas.j.pyle@ptt.gov
Cc: Collaso-Talbert, Judith
Subject: FW: ESCC Event -- November 29
Attachments: ESCC_Brochure (November 2016).pdf; ESCC Initiatives (November 2016).pdf; Agenda Updated 11282016.pdf; ESCC Key Confirmed Attendees.pdf

Good Morning Tom,

I just received an email from Ingrid Kolb about your 2:00 meeting today at the Mandarin Hotel. I will print out the attachments for you for this meeting if you plan to swing by the DOE building to pick them up. Please let me know.

Judy
 202-287-6600

From: Kolb, Ingrid
Sent: Tuesday, November 29, 2016 10:31 AM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>
Subject: FW: ESCC Event -- November 29
Importance: High

From: Kolb, Ingrid
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Ingrid

ESCC



Electricity Subsector Coordinating Council

Protecting the energy grid from threats that could impact national security is a responsibility shared by both the government and the electric power sector.

The Electricity Subsector Coordinating Council (ESCC) serves as the principal liaison between the federal government and the electric power sector, with the mission of coordinating efforts to prepare for, and respond to, national-level disasters or threats to critical infrastructure. The ESCC includes electric company CEOs and trade association leaders representing all segments of the industry. Its counterparts include senior Administration officials from the White House, relevant Cabinet agencies, federal law enforcement, and national security organizations.



Background

In October 2010, the National Infrastructure Advisory Council (NIAC) issued a report, *A Framework for Establishing Critical Infrastructure Resilience Goals*, that included nine recommendations. The first recommendation was:

NIAC Recommendation: "The White House [will] initiate an executive-level dialogue with electric and nuclear sector CEOs on the respective roles and responsibilities of the private sector in addressing high-impact infrastructure risks and potential threats... ."

This recommendation was the impetus for initial meetings in July 2012 between an ad hoc group of industry CEOs and Department of Energy (DOE) Secretary Steven Chu and Department of Homeland Security (DHS) Secretary Janet Napolitano. These meetings resulted in a classified briefing for the industry in September 2012 and led to the formation of the Joint Electric Executive Committee, which was convened in January 2013 and which had a commitment to meet quarterly with the Deputy Secretaries of DOE and DHS.

Ultimately, the Joint Electric Executive Committee transitioned to its current official role as the ESCC.

ESCC Areas of Focus

Industry and government leaders have agreed to focus on four main areas that improve the security posture of the industry and the nation. To support the deployment of tools, improve the flow of threat information, prepare for incidents, and work closely with other interdependent infrastructure sectors, the ESCC has organized into strategic committees with the following missions:

Threat Information Sharing: Improve and institutionalize the flow of, and access to, actionable information among public- and private-sector stakeholders.

Industry-Government Coordination: Establish unity of effort and unity of messaging between industry and government partners to support the missions of the ESCC both during crises and in steady state.

Research & Development: Coordinate government and industry efforts on strategic infrastructure investments and R&D for resilience and national security-related products and processes.

Cross-Sector Liaisons: Develop strong partnerships at all levels of the Electricity, Communications (Telecommunications), Oil and Natural Gas (Downstream Gas), Financial Services, Transportation Systems, and Water and Wastewater Systems (Water) sectors to plan and respond to major incidents, to better understand and protect our mutual dependencies, and to share information effectively and efficiently to improve cross-sector situational awareness.

Security Executive Working Group

To support the mission of the ESCC, a Security Executive Working Group (SEWG) convenes by phone on a monthly basis and creates ad hoc teams to accomplish the goals identified by the CEOs and Deputy Secretaries. In parallel to this effort, the government also has organized around these goals with a commitment to align government and industry efforts.

ESCC Official Roster

November 2016

Leadership (3)

Tom Fanning, Southern Company (co-chair)
Kevin Wailes, Lincoln Electric System (co-chair)
Duane Highley, Arkansas Electric Cooperative (co-chair)

Steering Committee (9)

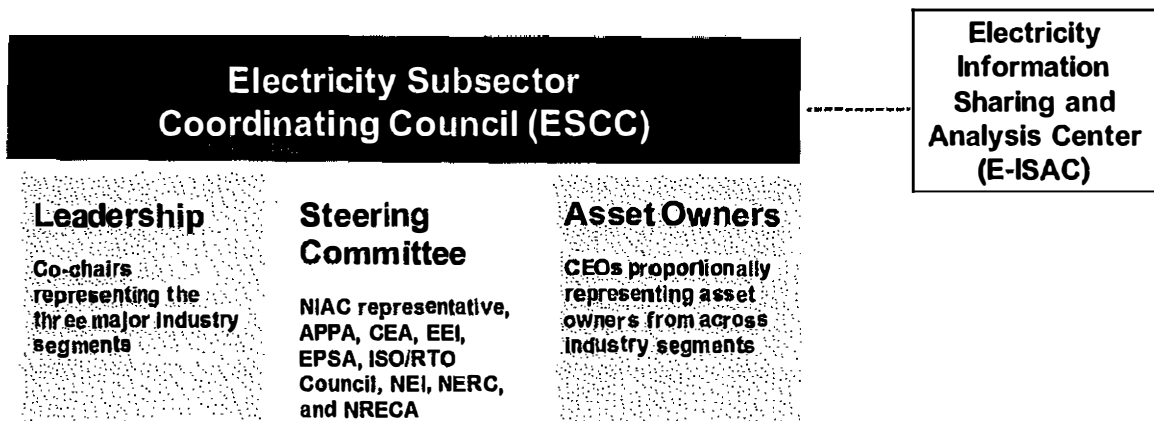
Sue Kelly, American Public Power Association
Sergio Marchi, Canadian Electricity Association
Tom Kuhn, Edison Electric Institute
John Shelk, Electric Power Supply Association
Andrew Ott, PJM (representing the ISO/RTO Council)
Mike Wallace, National Infrastructure Advisory Council
Jim Matheson, National Rural Electric Cooperative Association
Gerry Cauley, North American Electric Reliability Corporation
Marv Fertel, Nuclear Energy Institute

Asset Owners

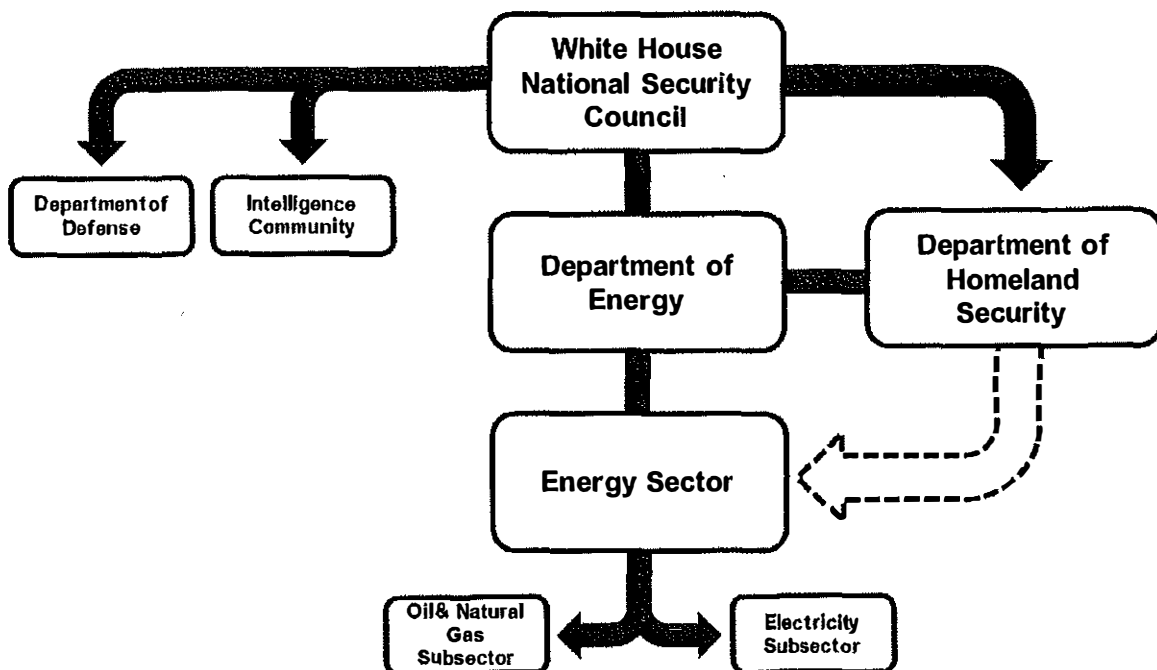
(19: 13 investor-owned electric companies; 3 electric cooperatives; 3 municipal electric companies)

Nick Akins, American Electric Power
Jim Torgerson, Avangrid
Scott Miller, City Utilities of Springfield
John McAvoy, Consolidated Edison
Tom Farrell, Dominion
Lynn Good, Duke Energy
Pedro Pizarro, Edison International
Gianna Manes, ENMAX Corporation
Chris Crane, Exelon Corporation
Greg Ford, Georgia System Operations Corporation
David Saggau, Great River Energy
Connie Lau, Hawaiian Electric Industries
William Fehrman, MidAmerican Energy Co.
John Bilda, Norwich Public Utilities
Jack Reasor, Old Dominion Electric Cooperative
Tony Earley, PG&E Corporation
Bill Spence, PPL Corporation
Lonnie Carter, Santee Cooper
Ben Fowke, Xcel Energy

ESCC Member Structure



Energy Sector-Government Organizational Structure



ESCC

NOVEMBER 2016

Electricity Subsector Coordinating Council

The CEO-led Electricity Subsector Coordinating Council (ESCC) serves as the principal liaison between the federal government and the electric power industry, with the mission of coordinating efforts to prepare for, and respond to, national-level disasters or threats to critical infrastructure. The National Infrastructure Advisory Council called the ESCC a model for how critical infrastructure sectors can more effectively partner with government. The ESCC has been a catalyst for major initiatives that are improving the security posture of the industry and, by extension, the nation.

The ESCC is taking action on issues in three main areas: facilitating coordination with the government and other critical infrastructure sectors; improving information sharing capabilities, tools, and technologies; and enhancing resilience, response, and recovery efforts.

Industry-Government and Cross-Sector Coordination

The ESCC works across the electric power industry, with the government, and with other interdependent critical infrastructure sectors to improve planning for and response to major incidents. This includes conducting joint exercises, fostering a better understanding and protection of our mutual dependencies, and sharing information more effectively.

ESCC Playbook

The ESCC Playbook provides a framework for senior industry and government executives to coordinate response and recovery efforts and communications to the American public. The Playbook has been tested in a series of exercises.

Strategic Infrastructure Coordinating Council (SICC)

Given the criticality and interdependencies, the electric, communications, and financial services sector coordinating councils will form the SICC. The SICC will identify mutual priorities, develop and exercise cross-sector incident response plans and protocols, as well as align organizations, systems, processes, and technologies across sectors. The SICC also will serve as a focal point for government engagement with strategic infrastructure in steady-state and during crises. The SICC will convene a small group of senior executives representing the three sectors.

Supply Chain Security

The ESCC, in coordination with the government, has convened industry and government stakeholders, along with security and technology vendors, to identify and share best practices to address threats to the supply chain.

R&D Alignment

The industry is collaborating with the government, the national labs, and the investment community on resilience and infrastructure investments for grid security R&D.

Electromagnetic Pulse (EMP)

The ESCC has formed a task force to coordinate with the government and other critical infrastructure sectors on a national response to the threat of high-impact, low-frequency risks such as an EMP attack. The ESCC is supporting the Electric Power Research Institute's EMP Project, which will determine the vulnerability of and mitigation approaches for high-voltage and electronic equipment installed on the transmission system to various EMP threats; provide a scientific basis for investments to mitigate EMP threats to the energy grid; and inform response and recovery efforts.

Information Sharing and Tools and Technology

The ESCC works with the government and the private sector to deploy the latest tools and technologies to improve situational awareness and enable machine-to-machine information sharing.

Electricity Information Sharing and Analysis Center (E-ISAC) Member Executive Committee (MEC)

In 2015, the ESCC formed the MEC to advise the E-ISAC on ways in which the industry can speed delivery and analysis of potential threats to the power system. The MEC provides industry leadership and expertise to guide and support the E-ISAC vision and mission.

Cybersecurity Risk Information Sharing Program (CRISP)

CRISP is a public-private partnership co-funded by the Department of Energy (DOE) and industry and managed

by the E-ISAC. CRISP seeks to facilitate timely bi-directional sharing of actionable unclassified and classified threat information, using advanced collection, analysis, and dissemination tools to identify threat patterns and trends across the electric power industry.

Other Information Sharing Programs

E-ISAC, DOE, and DHS are developing additional information sharing tool programs to pilot and bring to market (Enhanced Analytics, Operational Technology Pilot, Operational Technology Sensor Project, STIX/TAXII Pilot, etc.).

Response and Recovery

During an incident, the ESCC's role is to provide situational awareness, align messaging, and serve as a counterpart for government executives on response and recovery efforts.

Mutual Assistance Programs

The three segments of the electric power industry—investor-owned, municipal, and cooperative electric companies—have voluntary mutual assistance programs in place to allocate resources in support of power restoration to participating electric companies for severe weather events.

Cyber Mutual Assistance

The ESCC has established a task force to develop a cyber mutual assistance program to aid electric companies in restoring necessary computer systems in the event of a regional or national cyber incident. This program builds on the electric power industry's culture of mutual assistance to develop resource sharing relationships that provide surge capacity should a cyber incident exceed the capacity for an individual company to respond.

Spare Equipment Programs

Electric companies also regularly share transformers and other equipment. The industry is expanding equipment sharing programs—like the Spare Transformer Equipment Program, SpareConnect, and the newly formed Grid Assurance program—to improve grid resilience from a range of threats.

Transformer Transportation Emergency Support Guide

The ESCC, in coordination with other critical infrastructure sectors and the government, has developed a Transformer Transportation Emergency Support Guide to expedite the deployment of large spare equipment, such as transformers, quickly over our rails, roadways, and waterways in an emergency.

Supplemental Operating Strategies

Following GridEx III and the cyber incident affecting Ukrainian electric companies, there has been a focus on operating the energy grid under sub-optimal circumstances. Whether resorting to manual operations,

engaging in planned separations, leveraging secondary and tertiary back-up systems, or operating in other degraded states, the ESCC has asked grid experts to explore "extraordinary measures" that can be anticipated, planned for, and practiced so these are not being contemplated for the first time during an incident.

Exercises

Electric companies plan and regularly exercise for a variety of emergency situations that could impact their ability to provide electricity. The industry participates in many incident response exercises, including five national-level exercises since November 2015.

- I. **GridEx III** (NERC, November 2015) gathered more than 360 organizations and 4,400 participants from industry, government agencies, and partners in Canada and Mexico. GridEx III also included an executive tabletop exercise where 32 electric sector executives and senior U.S. government officials worked through incident response protocols to address widespread outages.
- II. **Clear Path IV** (DOE, April 2016) convened 200 participants from the oil and gas and electric power industries and federal and state officials to test response and restoration protocols to a catastrophic simulated earthquake and tsunami in the Pacific Northwest.
- III. **Cascadia Rising** (FEMA, June 2016) was a three-day exercise that tested first responders and government emergency personnel responses in the immediate aftermath of a significant earthquake.
- IV. **Cyber Guard** (DOD/NSA, June 2016) was a two-week exercise that tested the response capabilities of 1,000 energy, IT, transportation, and government experts to a major cyber attack.
- V. **Joint Financial Services—Electric Sector Cyber Exercise** (Treasury, August 2016) examined incident response capabilities and interdependencies between the two sectors.

Critical Infrastructure Partnership Advisory Council (CIPAC)
Electricity Subsector Coordinating Council and
Government Executives Meeting Agenda

Tuesday, November 29, 2016
2:00 PM – 4:30 PM (EST)

Mandarin Oriental
Grand Ballroom A & B
1330 Maryland Ave SW, Washington, DC

2:00 PM – 2:10 PM (10min)	Welcoming Remarks <ul style="list-style-type: none">• CIPAC Opening• Elizabeth Sherwood-Randall, Deputy Secretary, DOE• Russ Deyo, Acting Deputy Secretary, DHS• ESCC Leadership
2:10 PM – 2:55 PM (45 min)	Transition Discussion (Intro: Fanning) <ul style="list-style-type: none">• Transfer of government continuity plans (Sherwood-Randall & Deyo)• ESCC Overview: The “value of the partnership” (Fanning, Wailes, & Highley)• 2017 Strategic Priorities (Fanning, Wailes, & Highley)
2:55 PM – 3:00 PM (5 min)	Strategic Infrastructure Coordinating Council (Fanning)
3:00 PM – 3:25 PM (25 min)	R&D Discussion (Intro: Sherwood-Randall & Highley; Leads: Ott & Carter) <ul style="list-style-type: none">• R&D Committee Plan & Priorities<ul style="list-style-type: none">◦ EPRI EMP Project Update (Howard & Hoffman)◦ Advanced Information Sharing Capabilities (Ott & Carter)◦ Resilient Grid Operations Communications (Ott & Carter)• DOE National Labs Programs (Hoffman)
3:25 PM – 3:45 PM (20 min)	Information Sharing Tools Discussion (Intro: Wailes; Leads: Spence, Reasor) <ul style="list-style-type: none">• DOE Cyber Partnership Program (Hoffman, Kelly, & Connor)• CRISP & Other Information Sharing Tools (Cauley & Hoffman)• E-ISAC MEC Update (Spence & McAvoy)
3:45 PM – 4:20 PM (35 min)	Incident Response & Exercises Discussion (Leads: Fanning & Sherwood-Randall) <ul style="list-style-type: none">• Cybersecurity (Fanning)<ul style="list-style-type: none">◦ Cyber Mutual Assistance (Fehrman)◦ IoT Cyber Threat (Cauley)◦ National Cyber Incident Response Plan (Spaulding)• GridEx IV (Cauley)
4:20 PM – 4:30 PM (10 min)	Closing Remarks and Action Items <ul style="list-style-type: none">• Action Items: Next steps, transition coordination, and 2017 meeting schedule (Fanning)• Closing Remarks:<ul style="list-style-type: none">◦ ESCC Leadership◦ Suzanne Spaulding, Under Secretary, NPPD, DHS◦ Elizabeth Sherwood-Randall, Deputy Secretary, DOE• CIPAC Close

Key Attendee List- ESCC & Government Executives Meeting

November 29, 2016

Government

Name	Agency	Title
Bay, Norman	Federal Energy Regulatory Commission	Chairman
Blaustein, Rochelle	Department of Energy	Deputy Director, Office of Technology Transitions
Carpenter, Scott	Southwestern Power Administration	Administrator
Delgado, Daniel	Federal Bureau of Investigation	Unit Chief
Deyo, Russ	Department of Homeland Security	Acting Deputy Secretary
Durant, Chuck	Department of Energy	Deputy Director of Counterintelligence
Durkovich, Caitlin	Department of Homeland Security	Assistant Secretary, Office of Infrastructure Protection
Gabriel, Mark	Western Power Administration	Administrator and CEO
Hoffman, Pat	Department of Energy	Assistant Secretary, Office of Electricity Delivery and Energy Reliability
Kenchington, Hank	Department of Energy	Deputy Assistant Secretary, Cybersecurity and Emerging Threats R&D
Kolasky, Bob	Department of Homeland Security	Deputy Assistant Secretary, Infrastructure Protection
Kosak, Chuck	Department of Defense	Deputy Assistant Secretary of Defense, Defense Continuity and Mission Assurance
Kumar, Puesh	Department of Energy	Director, Preparedness and Exercises
Legg, Kenneth	Southeastern Power Association	Administrator
Mainzer, Elliot	Bonneville Power Administration	Administrator
Mapar, Jalal	Department of Homeland Security	Senior Technical Advisor, Infrastructure Protection
Mayo, Ben	Department of Homeland Security	Electricity Sector Liaison
McClees, Tim	Department of Energy	Chief of Staff to the Deputy Secretary
McClelland, Joe	Federal Energy Regulatory Commission	Director
McGlone, James	Department of Energy	Electrical Engineer
McGinn, Dennis	Navy	Assistant Secretary of the Navy, Energy, Installations and Environment
Morrison, Stephanie	National Security Council	Director, Critical Infrastructure Protection
O'Dea, Niall	Natural Resources Canada	Director General, Electricity Resources Branch
Schneck, Phyllis	Department of Homeland Security	Deputy Under Secretary, Cybersecurity and Communications
Self, Scott	Tennessee Valley Authority	Vice President, Chief Information Officer
Sherwood-Randall, Elizabeth	Department of Energy	Deputy Secretary of Energy
Silk, Jennifer	Department of Energy	Senior Cybersecurity Advisor
Smith, Wayne	Department of Energy	Military Assistant
Spaulding, Suzanne	Department of Homeland Security	Under Secretary, National Protection and Programs Directorate
Streit, Devin	Department of Energy	Deputy Assistant Secretary, Infrastructure Protection and Energy Restoration
West, Steven	Nuclear Regulatory Commission	Deputy Office Director

Industry

Name	Agency	Title
Aaronson, Scott	Edison Electric Institute	Senior Director, National Security Policy
Akins, Nick	American Electric Power	President and CEO
Blue, Bob	Dominion Virginia Power	President
Carter, Lonnie	Santee Cooper	President and CEO
Cauley, Gerry	North American Electric Reliability Corporation	President
Connor, Jeffrey	National Rural Electric Cooperative Association	COO
Crane, Chris	Exelon Corporation	President and CEO
Ditto, Joy	Utilities Telecom Council	President and CEO
Fanning, Tom	Southern Company	Chairman, President, and CEO
Fehlman, Bill	MidAmerican Energy	President and CEO
Fertel, Marvin	Nuclear Energy Institute	President and CEO
Fowke, Ben	Xcel Energy	Chairman, President, and CEO
Good, Lynn	Duke Energy	Chairman, President, and CEO
Hawkins, George	DC Water	CEO and General Manager
Highley, Duane	Arkansas Electric Cooperatives	President and CEO
Howard, Mike	Electric Power Research Institute	President and CEO
Kelly, Sue	American Public Power Association	President and CEO
Kuhn, Tom	Edison Electric Institute	President
Lau, Connie	Hawaiian Electric Industries	President and CEO
Manes, Gianna	ENMAX Corporation	President and CEO
Marchi, Sergio	Canadian Electricity Association	President and CEO
Matheson, Jim	National Rural Electric Cooperative Association	CEO
McAvoy, John	Consolidated Edison of New York	Chairman, President, and CEO
McCurdy, David	American Gas Association	President and CEO
Miller, Scott	City Utilities of Springfield	General Manager and CEO
Ott, Andrew	PJM Interconnection (PA, NJ, MD)	President and CEO
Pizarro, Pedro	Edison International	President and CEO
Reasor, Jack	Old Dominion Electric Cooperative	President and CEO
Saggau, David	Great River Energy	President and CEO
Shelk, John	Electric Power Supply Association	President and CEO
Spence, Bill	PPL Corporation	President and CEO
Torgerson, Jim	AvanGrid	CEO
Wailles, Kevin	Lincoln Electric System	Administrator and CEO
Wallace, Michael	Center for Strategic and International Studies	Senior Advisor and Director, Nuclear Energy Program

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Tuesday, November 29, 2016 11:28 AM
To: Collaso-Talbert, Judith
Subject: Re: FW: ESCC Event -- November 29

Thank you, Judy. Much appreciated.

On Tuesday, November 29, 2016, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Tom,

Ingrid will not be attending this meeting. I will take them to Tim McClees and ask him to give them to you at the meeting.

Judy

202-287-6600

From: Thomas Pyle [<mailto:thomas.j.pyle@ptt.gov>]
Sent: Tuesday, November 29, 2016 11:13 AM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>
Subject: Re: FW: ESCC Event -- November 29

Thanks, Judith. Will Ingrid be attending? Would she be able to bring them to the meeting?

Best,

Tom

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the status of (b) (6) . If you could confirm for me that they are part of the

transition, it would be really helpful. Also, if you have any questions about the event, please let me know. Thanks.

Ingrid

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Tuesday, November 29, 2016 5:04 PM
To: Thomas Pyle
Subject: Checking in

Tom,

I hope the ESCC meeting went well.

Do you need anything for tomorrow? Please let me know if you would like me to have any organizations ready to brief you.

Thanks. I hope you have a good evening.

Ingrid

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Tuesday, November 29, 2016 5:47 PM
To: Thomas Pyle
Subject: Travis

Perfect timing! I just received a message from the WHI indicating that Travis is on the review team. We look forward to seeing both of you in the morning.

(b) (5)

Thanks.

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, November 30, 2016 10:26 AM
To: Thomas Pyle
Cc: Collaso-Talbert, Judith
Subject: Meeting w/Mark Gabriel

Tom,

Mark Gabriel, WAPA, will be able to meet with you at 2:00 today.

Judy
202-287-6600

Judy Collaso-Talbert
Program Analyst
Office of Environmental Management
Department of Energy
202-586-6069
202-586-9100 (fax)

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, November 30, 2016 5:53 PM
To: thomas.j.pyle
Cc: Collaso-Talbert, Judith
Subject: FW: Weekly Meetings w/Kevin K.

Hi Tom,

See the email below from Kevin K's office with additional dates and times to consider for your weekly meeting with him.

Have a great evening.

Judy

From: Spoerer, Katie
Sent: Wednesday, November 30, 2016 5:01:44 PM
To: Collaso-Talbert, Judith
Subject: RE: Weekly Meetings w/Kevin K.
Or we could do 8:30am on Tuesdays or Wednesdays for 45 minutes?

-----Original Message-----

From: Collaso-Talbert, Judith
Sent: Wednesday, November 30, 2016 10:56 AM
To: Spoerer, Katie
Cc: Collaso-Talbert, Judith
Subject: RE: Weekly Meetings w/Kevin K.

I will run this date and time by Tom when he returns to the office this afternoon.

I will be back in touch with you.

Judy

-----Original Message-----

From: Spoerer, Katie
Sent: Wednesday, November 30, 2016 10:47 AM
To: Collaso-Talbert, Judith
Subject: RE: Weekly Meetings w/Kevin K.

Mornings are usually tricky, we start early and have regular meetings every day. Would Thursdays at 10:30am work?

-----Original Message-----

From: Collaso-Talbert, Judith
Sent: Wednesday, November 30, 2016 10:43 AM
To: Spoerer, Katie
Cc: Collaso-Talbert, Judith
Subject: Weekly Meetings w/Kevin K.

Katie,

I just spoke to Tom Pyle. Wednesdays at 11:00 will not work for his schedule. (b) (5)

(b) (5)

He was wondering what other days and times would work for Kevin, Christopher, and Tim. He is even open to have a weekly breakfast meeting if that is possible.

Thanks,
Judy
7-6600

-----Original Message-----

From: Spoerer, Katie
Sent: Wednesday, November 30, 2016 9:37 AM
To: Collaso-Talbert, Judith
Subject: RE: Testimony

Perfect!!

-----Original Message-----

From: Collaso-Talbert, Judith
Sent: Wednesday, November 30, 2016 9:32 AM
To: Spoerer, Katie
Cc: Collaso-Talbert, Judith
Subject: RE: Testimony

Thanks Katie for the calendar invite. I

As soon as it is setup, I will contact you to send the weekly meeting invite there.

(b) (5)

Thank you again for your assistance.

Judy
7-6600

-----Original Message-----

From: Spoerer, Katie
Sent: Wednesday, November 30, 2016 9:03 AM
To: Collaso-Talbert, Judith
Subject: RE: Testimony

I sent it to you, if you want me to include another calendar he has I can include it even if it isn't outlook. Just let me know.

-----Original Message-----

From: Collaso-Talbert, Judith
Sent: Tuesday, November 29, 2016 12:23 PM
To: Spoerer, Katie
Cc: Collaso-Talbert, Judith ; Kolb, Ingrid ; Morman, Laurie
Subject: RE: Testimony

Katie,

Let's tentatively set-up the weekly Wednesday meetings between Kevin Knobloch, Tom Pyle, Christopher Davis, and Tim McClees, beginning December 7 at 11:00.

Please include me on the meeting invite since Tom will not have an Outlook email or calendar. I will be responsible for his daily schedule.

Thank you,
Judy
7-6600

-----Original Message-----

From: Spoerer, Katie
Sent: Monday, November 28, 2016 2:55 PM
To: Kolb, Ingrid
Cc: Collaso-Talbert, Judith
Subject: RE: Testimony

Judy,
Could we plan for 11 am on Wednesdays, starting on the 7th? Also Kevin wanted to see if Tom would like to include Tim and Christopher in the weekly meetings?

Would it be easier/appropriate for me to work with Tom directly?

Thank you!

Katie

-----Original Message-----

From: Kolb, Ingrid
Sent: Monday, November 28, 2016 2:44 PM
To: Spoerer, Katie
Cc: Collaso-Talbert, Judith
Subject: RE: Testimony

Judy will reach out to you to schedule.

-----Original Message-----

From: Spoerer, Katie
Sent: Monday, November 28, 2016 2:36 PM
To: Kolb, Ingrid
Subject: Testimony

Ingrid-

The testimony that was referenced was SI's testimony in August on Energy Response Mission.

Also, regarding setting up a weekly time for Tom and Kevin to touch base, should I reach out to Tom directly or work through Judith Collaso-Talbert (I think she is on your team?).

Thank you for your help!

Katie

Katie K. Spoerer
Special Assistant to the Chief of Staff
Office of the Secretary
U.S. Department of Energy
Phone: 202-586-6683

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Thursday, December 01, 2016 3:32 PM
To: Thomas Pyle
Cc: Collaso-Talbert, Judith
Subject: Briefing Schedule

Tom,

We are all set for tomorrow. The briefing schedule includes:

11:00 am Congressional and Intergovernmental Affairs (Shari Davenport, Chief Operating Officer)
2:00 pm Public Affairs (Michele Laver, Director, Lab Outreach)
3:00 pm Inspector General (Rick Haas, Acting Inspector General)
4:00pm Office of Electricity Delivery and Energy Reliability (Pat Hoffman, Assistant Secretary)

Each meeting is scheduled for 50 minutes so you have some time in between meetings.

Please let me know if you would like Chris Tirado on my team to attend the meetings to record any follow-up actions. We will also work with the briefers to ensure that you receive any follow-up information you request.

Also, please let me know if you would like any additional briefings scheduled for tomorrow or next week.

Thanks!

Ingrid

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Friday, December 02, 2016 8:36 AM
To: Thomas Pyle
Subject: Martin Dannenfelser, Jr.

I received a message from the WH last night saying that Martin Dannenfelser has been authorized to serve on the DOE agency review team, which is great.

We look forward to seeing both of you this morning. If you can give me a call when you're on your way we'll make sure (b) (6), (b) (7)(C) is at the VIP desk to get Marty cleared in and badged. Thanks.

Yanos, Brian (CONTR)

From: Morman, Laurie
Sent: Friday, December 02, 2016 3:26 PM
To: thomas.j.pyle@ptt.gov
Subject: Briefing Book 1 - Corporate Overview
Attachments: Book 1 - Corporate Overview.pdf

As promised.

Laurie

*Laurie S. Morman
Chief of Staff
Office of Management
(202) 586-2550*

Attachment to link available at:

https://energy.gov/sites/prod/files/2017/04/f34/MAAdm_TransitionBook1-CorporateOverview2016.pdf

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Friday, December 02, 2016 5:24 PM
To: Thomas Pyle;(b) (6)
Cc: Morman, Laurie;Kolb, Ingrid;Collaso-Talbert, Judith
Subject: Briefing Schedule for Monday, December 5

Tom,

We are all set for Monday. The briefing schedule includes:

9:00 am Chief Financial Office (Alison Doone, Deputy Chief Financial Officer)
10:00 am Science & Energy (Dr. Adam Cohen, Deputy Under Secretary)
11:00 am Advanced Research Projects Agency-Energy (ARPA-E) (Eric Rohlfig, Deputy Director for Technology)
12:00 pm Loan Programs Office (Alexander Mishkin, Deputy Executive Director)

Each meeting is scheduled for 50 minutes so you have some time in between meetings.

Also, please let Ingrid and Laurie know if you would like any additional briefings scheduled for next week.

Thanks!

Judy
202-287-6600

Yanos, Brian (CONTR)

From: Morman, Laurie
Sent: Friday, December 02, 2016 3:29 PM
To: thomas.j.pyle@ptt.gov
Subject: Briefing Book 3 - Organization Overviews
Attachments: Book 3 - Organization Overviews.pdf

As promised.

Laurie

*Laurie S. Morman
Chief of Staff
Office of Management
(202) 586-2550*

Attachment to link available at:

https://energy.gov/sites/prod/files/2017/04/f34/MAAdm_TransitionBook3-OrganizationOverviews2016.pdf

Yanos, Brian (CONTR)

From: Morman, Laurie
Sent: Friday, December 02, 2016 3:39 PM
To: thomas.j.pyle@ptt.gov
Subject: RE: Briefing Book 2 - Corporate Overview Appendices

This one is too large to send via email. It kicked back on me. Sorry!

From: Morman, Laurie
Sent: Friday, December 02, 2016 3:27 PM
To: 'thomas.j.pyle@ptt.gov' <thomas.j.pyle@ptt.gov>
Subject: Briefing Book 2 - Corporate Overview Appendices

As promised.

Laurie

Laurie S. Morman
Chief of Staff
Office of Management
(202) 586-2550

Attachment to link available at:

https://energy.gov/sites/prod/files/2017/04/f34/MAAdm_TransitionBook2-CorporateOverviewApp2016.pdf

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Sunday, December 04, 2016 11:19 AM
To: Thomas Pyle
Cc: Collaso-Talbert, Judith;Morman, Laurie
Subject: RE: Revised Briefing Schedule for Monday, December 5

Sounds good!

Thanks for the heads up on the new people. Will be ready!

I hope you enjoy the rest of your weekend.

Ingrid

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Saturday, December 3, 2016 10:32:34 PM
To: Kolb, Ingrid
Cc: Collaso-Talbert, Judith; Morman, Laurie
Subject: Re: Revised Briefing Schedule for Monday, December 5

Ingrid/Judy/Laurie:

I think that will be good for Monday. Thanks. I have been told I will probably get a couple of more folks early this week, so stand by for that. Appreciate all the support you all have provided. I'm starting to get the flow of everything and I look forward to getting some good work done.

Best,
Tom

----- Forwarded message -----

From: Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov>
Date: Fri, Dec 2, 2016 at 6:17 PM
Subject: Revised Briefing Schedule for Monday, December 5
To: Thomas Pyle <thomas.j.pyle@ptt.gov>
Cc: "Collaso-Talbert, Judith" <Judith.Collaso-Talbert@hq.doe.gov>, "Morman, Laurie" <LAURIE.Morman@hq.doe.gov>

Tom,

Below is the briefing schedule for Monday. You are participating in the CFO meeting. Travis and Marty will cover the rest. The briefing schedule includes:

9:00 – 11:00 am	Office of the Chief Financial Officer (Alison Doone, Deputy Chief Financial Officer)
1:00 – 2:00 pm	Office of Human Capital (Bob Gibbs, Chief Human Capital Officer)
2:00 – 3:00 pm	Loan Programs Office (Alex Mishkin, Deputy Executive Director)

3:00 – 4:00pm Office of Fossil Energy (Doug Hollett, Principal Deputy Assistant Secretary)

All of these individuals are career senior executives.

Please let me know if you have any questions or would like additional briefings scheduled.

I hope you have a good weekend.

Ingrid

Yanos, Brian (CONTR)

From: Morman, Laurie
Sent: Monday, December 05, 2016 8:58 AM
To: thomas.j.pyle@ptt.gov;(b) (6)
Subject: FW: PDF of IG Presidential Transition Book
Attachments: OIG Presidential Transition Team Consolidated Breifing Book 120216.pdf

Tom/Travis/Marty - as requested at your briefing with the IG's office, attached is a .pdf of the materials that they provided to you. Please let me know if you have any questions. Thanks!

Laurie

*Laurie S. Morman
Chief of Staff
Office of Management
(202) 586-2550*

Attachment to MA-23 Transferred to DOE's Office of Inspector General

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Monday, December 05, 2016 4:51 PM
To: Thomas Pyle
Cc: Collaso-Talbert, Judith
Subject: PTT Potential Persons to Contact.xlsx

Tom,

Here is the list of those Federal Employees and Companies that are interested in speaking with you.

I know that 2 of the Federal Employees(b) (6) are interested in working with the Transition Team and are interested in opportunities as Political appointees.

Let me know if you want me to schedule an appointment with you and/or the Team.

Safe Travels,
Judy
202-287-6600



PTT Potential
Persons to Cont...

NAME	ORG/COMPANY	CONTACT INFO		COMMENTS
(b) (6)	DOE / (b) (6)	(Hm) (b) (6)	/ (Wk) (b) (6)	DOE/Federal Employee - she would like to work with the Transition Team.
(b) (6)	DOE / (b) (6) (b) (6)	(Hm) (b) (6) (b) (6)	/ (Cell) (b) (6)	DOE/Federal Employee - he would like to work with the Transition Team.
(b) (6)	DOE / (b) (6)	(b) (6)		(b) (6)
Carolyn Berndt, Program Director for Sustainability	National League of Cities (NLC)	202-626-3101		NLC would like a meeting between the PTT & NLC Exec Director & several elected officials to discuss City priorities & opportunities to collaborate with the new Administration.
Edward Davis, President & CEO	Pegasus Group	202-262-6236		This meeting would be on behalf of the Nuclear Infrastructure Council (Commercial & Civilian Side)

Yanos, Brian (CONTR)

From: Morman, Laurie
Sent: Monday, December 05, 2016 5:01 PM
To: thomas.j.pyle@ptt.gov;(b) (6)
Subject: Requested Report on SPRO
Attachments: Long-Term Strategic Review of the U S Strategic Petroleum Reserve v2.1.pdf

All - attached is the report requested in the Fossil Energy briefing this afternoon on the Strategic Petroleum Reserve. Please let me know if you have any questions. Thanks!

Laurie

Laurie S. Morman
Chief of Staff
Office of Management
(202) 586-2550

Attachment to link available at:

[https://energy.gov/sites/prod/files/2016/09/f33/Long-](https://energy.gov/sites/prod/files/2016/09/f33/Long-Term%20Strategic%20Review%20of%20the%20U.%20S.%20Strategic%20Petroleum%20Reserve%20Report%20to%20Congress_0.pdf)

[Term%20Strategic%20Review%20of%20the%20U.%20S.%20Strategic%20Petroleum%20Reserve%20Report%20to%20Congress_0.pdf](https://energy.gov/sites/prod/files/2016/09/f33/Long-Term%20Strategic%20Review%20of%20the%20U.%20S.%20Strategic%20Petroleum%20Reserve%20Report%20to%20Congress_0.pdf)

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Monday, December 05, 2016 10:26 PM
To: Thomas Pyle
Subject: RE: FERC Transition

Sorry we have not been able to connect tonight. Andrew Mayock, OMB's Deputy Director, is the Administration's transition lead. He's the person that the President-Elect's Team should reach out to if they have questions about FERC. (b) (5)

I hope you are having a good trip and that we can connect soon. My number is (b) (6)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Monday, December 5, 2016 7:19:02 PM
To: Kolb, Ingrid
Subject: Re: FERCTransition

Hi, Ingrid. Can you call my cell? Thanks. (b) (6)

On Monday, December 5, 2016, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

I just spoke with the WH (b) (5)

(b) (5)

Please let me know if you have any questions about this process. I'm happy to help in any way possible. Thanks.

From: Travis Fisher [mailto:(b) (6)]
Sent: Monday, December 05, 2016 5:40 PM
To: Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov>
Subject: FERC Transition

Hi Ingrid,

(b) (5)

(b) (5)

Hope you have a nice evening!

Best,

Travis

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Tuesday, December 06, 2016 11:34 AM
To: Thomas Pyle
Subject: RE: First Round of Questions

Thanks. (b) (5)

From: Thomas Pyle [mailto:thomas.j.pyle@ptt.gov]
Sent: Tuesday, December 06, 2016 11:31 AM
To: Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov>
Subject: First Round of Questions

Ingrid:

Here are the questions. (b) (5)
Happy to discuss if you have any questions or suggestions.

(b) (5)

Best,
Tom

Thomas Pyle
December 6

Questions for DOE

Can you provide a list of all boards, councils, commissions, working groups, and FACAs currently active at the Department? For each, can you please provide members, meeting schedules, and authority (statutory or otherwise) under which they were created?

Can you provide a complete list of ARPA-E's projects?

Can you provide a list of the Loan Program Office's outstanding loans, including the parties responsible for paying the loan back, term of the loan, and objective of the loan?

Can you provide a list of applications for loans the LPO has received and the status of those applications?

Can you provide a full accounting of DOE liabilities associated with any loan or loan guarantee programs?

The Department recently announced the issuance of \$4.5 billion in loan guarantees for electric vehicles (and perhaps associated infrastructure). Can you provide a status on this effort?

What is the goal of the grid modernization effort? Is there some terminal point to this effort? Is its genesis statutory or something else?

Who "owns" the Mission Innovation and Clean Energy Ministerial efforts within the Department?

What is the Department's role with respect to the development of offshore wind?

Is there an assessment of the funds it would take to replace aging infrastructure in the complex? Is there a priority list of which facilities to be decommissioned?

Which Assistant Secretary positions are rooted in statute and which exist at the discretion and delegation of the Secretary?

What is the statutory charge to the Department with respect to efficiency standards? Which products are subject to statutory requirements and which are discretionary to the Department?

Can you provide a list of all Department of Energy employees or contractors who have attended any Interagency Working Group on the Social Cost of Carbon meetings? Can you provide a list of when those meetings were and any materials distributed at those meetings, emails associated with those meetings, or materials created by Department employees or contractors in anticipation of or as a result of those meetings?

Did DOE or any of its contractors run the integrated assessment models (IAMs)? Did DOE pick the discount rates to be used with the IAMs? What was DOE's opinion on the proper discount rates used with the IAMs? What was DOE's opinion on the proper equilibrium climate sensitivity?

What is the Department's role with respect to JCPOA? Which office has the lead for the Department?

What statutory authority has been given to the Department with respect to cybersecurity?

Can you provide a list of all Schedule C appointees, all non-career SES employees, and all Presidential appointees requiring Senate confirmation? Can you include their current position and how long they have served at the Department?

Can you offer more information about the EV Everywhere Grand Challenge?

Can you provide a list of Department employees or contractors who attended any of the Conference of the Parties (under the UNFCCC) in the last five years?

Can you provide a list of reports to Congress or other external parties that are due in 2017?

Can you provide a copy of any Participation Agreement under Section 1221 of EPA Act signed by the Department?

What mechanisms exist to help the national laboratories commercialize their scientific and technological prowess?

How many fusion programs, both public and private, are currently being funded worldwide?

Which activities does the Department describe as commercialization programs or programs with the specific purpose of developing a technology for market deployment?

Does or can the Department delineate research activities as either basic or applied research?

Can you provide a list of all permitting authorities (and their authorizing statutes) currently held by DOE and their authorizing statutes?

Is there a readily available list of any technologies or products that have emerged from DOE programs or the labs that are currently offered in the market without any subsidy?

Are there statutory restrictions related to reinvigorating the Office of Civilian Radioactive Waste Management?

Are there any statutory restrictions to restarting the Yucca Mountain project?

Which programs within DOE are essential to meeting the goals of President Obama's Climate Action Plan?

If DOE's topline budget in accounts other than the 050 account were required to be reduced 10% over the next four fiscal years (from the FY17 request and starting in FY18), does the Department have any recommendations as to where those reductions should be made?

Does the Department have any thoughts on how to reduce the bureaucratic burden for exporting U.S. energy technology, including but not limited to commercial nuclear technology?

Is the number of Assistant Secretaries set by statute? Does the statute establish the number as a minimum or a maximum, or is it silent on the question?

Can you provide a list of all current open job postings and the status of those positions?

Can you provide a list of outstanding M&O contracts yet to be awarded for all DOE facilities and their current status?

Can you provide a list of non-M&O procurements/awards that are currently pending and their status?

Does DOE have a plan to resume the Yucca Mountain license proceedings?

What secretarial determinations/records of decisions are pending?

What should the incoming Administration do to balance risk, performance and ultimately completion in contracting?

What should this Administration do differently to make sure there are the right incentives to attract qualified contractors?

What is the plan for funding cleanup of Portsmouth and Paducah when the current uranium inventory designated for barter in exchange for cleanup services, is no longer available (excluding reinstating the UED&D fee on commercial nuclear industry or utilizing the USEC fund)?

What is the right funding level for EM to make meaningful progress across the complex and meet milestone and regulatory requirements?

What is the greatest opportunity for reduction in life cycle cost/return on investment?

Describe your alternatives to the ever increasing WTP cost and schedule, whether technical or programmatic?

With respect to EM, what program milestones will be reached in each of the next four years?

Are there plans to add staff to EM? What are your staffing priorities?

How can the DOE support existing reactors to continue operating as part of the nation's infrastructure?

What can DOE do to help prevent premature closure of plants?

How do you recommend continuing to supporting the licensing of Small Modular Reactors?

How best can DOE optimize its Advanced Reactor R&D activities to maximize their value proposition and work with investors to development and commercialize advanced reactors?

Questions for EIA

EIA is an independent agency in DOE. How has EIA ensured its independence in your data and analysis over the past 8 years? In what instances do you think EIA's independence was most challenged?

Part of EIA's charter is to do analyses based on Congressional and Departmental requests. Has EIA denied or not responded to any of these requests over the last ten years?

EIA customarily has or had set dates for completions of studies and reports. In general, have those dates been adhered to?

In the Annual Energy Outlook 2016, EIA assumed that the Clean Power Plan should be in the reference case despite the fact that the reference case is based on existing laws and regulations. Why did EIA make that assumption, which seems to be atypical of past forecasts?

EIA's assessments of levelized costs for renewable technologies do not contain back-up costs for the fossil fuel technologies that are brought on-line to replace the generation when those technologies are down. Is this a correct representation of the true levelized costs?

Has EIA done analysis that shows that additional back-up generation is not needed? How does EIA's analysis compare with other analyses on this issue?

Renewable and solar technologies are expected to need additional transmission costs above what fossil technologies need. How has EIA represented this in the AEO forecasts? What is the magnitude of those transmission costs?

There are studies that show that your high resource and technology case for oil and gas represents the shale gas and oil renaissance far better than your reference case. Why has EIA not put those assumptions in your reference case?

Can you describe the number of personnel hired into management positions at EIA from outside EIA and compare it to the number of personnel hired into management positions at EIA who were currently serving at EIA?

How does EIA ensure quality in its data and analyses?

Where does EIA think most improvement is needed in its data and analyses?

We note that EIA added distributed solar estimations to your electricity data reports. Those numbers are not part of your supply/demand balance on a Btu basis. Why has that not been updated accordingly?

How many vacancies does EIA have in management and staff positions? What plans, if any, does EIA have to fill those positions before January 20?

Is the EIA budget sufficient to ensure quality in data and analyses? If not, where does it fall short?

Does EIA have cost comparisons of sources of electricity generation at the national level?

Questions for the Labs

What independent evaluation panels does the lab have to assess the scientific value of its work? Who sits on these panels? How often do they hold sessions? Do they publish reports?

Can you provide a list of cooperative research and development grants (CRADAs) for the past five years? Please provide funding amounts, sources, and outcomes?

Can you provide a list of licensing agreements and royalty proceeds for the last five years?

Can you provide a list of the top twenty salaried employees of the lab, with total remuneration and the portion funded by DOE?

Can you provide a list of all peer-reviewed publications by lab staff for the past three years?

Can you provide a list of current professional society memberships of lab staff?

Can you provide a list of publications by lab staff for the past three years?

Can you provide a list of all websites maintained by or contributed to by laboratory staff during work hours for the past three years?

Can you provide a list of all other positions currently held by lab staff, paid and unpaid, including faculties, boards, and consultancies?

Yanos, Brian (CONTR)

From: Travis Fisher (b) (6)
Sent: Tuesday, December 06, 2016 8:55 PM
To: Morman, Laurie
Cc: thomas.j.pyle@ptt.gov;(b) (6)
Subject: Re: FW: PDF of IG Presidential Transition Book

Thanks again, Laurie!

On Mon, Dec 5, 2016 at 8:57 AM, Morman, Laurie <LAURIE.Morman@hq.doe.gov> wrote:

Tom/Travis/Marty - as requested at your briefing with the IG's office, attached is a .pdf of the materials that they provided to you. Please let me know if you have any questions. Thanks!

Laurie

Laurie S. Morman

Chief of Staff

Office of Management

(202) 586-2550

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Friday, December 09, 2016 8:02 PM
To: Kolb, Ingrid
Subject: Re: Update

OK. You can call me cell as well anytime.

On Friday, December 9, 2016, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

I checked with the WH on the new team members. The WH is still processing them and will get back to me within the "next few days." (Other agencies are in the same situation.) I will keep pressing. Also, we will be ready to badge (b) (6) on Monday.

We scheduled several briefings for next week. Judy has that information and should have conveyed it to your scheduler. Also, we are still trying to line up the coffee with you and the Public Affairs representative (Michele Laver).

Attached is the list of questions in the numbered chart that I showed you this morning.

On Monday, we will have the books with the powerpoint presentations(b) (5)
I will also have an update for you on the
background information for (b) (5)

Finally, I had a chance to talk with the chief of staff late this afternoon and will fill you in on Monday.

I hope you have a good weekend.

Agency Review Team Questions		
Number	Questions	Status
1	Can you provide a list of all boards, councils, commissions, working groups, and FACAs currently active at the Department? For each, can you please provide members, meeting schedules, and authority (statutory or otherwise) under which they were created?	
2	Can you provide a complete list of ARPA-E's projects?	
3	What statutory authority has been given to the Department with respect to cybersecurity?	
4	What is the Department's role with respect to the development of offshore wind?	
5	Can you offer more information about the EV Everywhere Grand Challenge?	
6	EIA is an independent agency in DOE. How has EIA ensured its independence in your data and analysis over the past 8 years? In what instances do you think EIA's independence was most challenged?	
7	Part of EIA's charter is to do analyses based on Congressional and Departmental requests. Has EIA denied or not responded to any of these requests over the last ten years?	
8	EIA customarily has or had set dates for completions of studies and reports. In general, have those dates been adhered to?	
9	In the Annual Energy Outlook 2016, EIA assumed that the Clean Power Plan should be in the reference case despite the fact that the reference case is based on existing laws and regulations. Why did EIA make that assumption, which seems to be atypical of past forecasts?	
10	EIA's assessments of levelized costs for renewable technologies do not contain back-up costs for the fossil fuel technologies that are brought on-line to replace the generation when those technologies are down. Is this a correct representation of the true levelized costs?	

11	Has EIA done analysis that shows that additional back-up generation is not needed? How does EIA's analysis compare with other analyses on this issue?	
12	Renewable and solar technologies are expected to need additional transmission costs above what fossil technologies need. How has EIA represented this in the AEO forecasts? What is the magnitude of those transmission costs?	
13	There are studies that show that your high resource and technology case for oil and gas represents the shale gas and oil renaissance far better than your reference case. Why has EIA not put those assumptions in your reference case?	
14	Can you describe the number of personnel hired into management positions at EIA from outside EIA and compare it to the number of personnel hired into management positions at EIA who were currently serving at EIA?	
15	How does EIA ensure quality in its data and analyses?	
16	Where does EIA think most improvement is needed in its data and analyses?	
17	We note that EIA added distributed solar estimations to your electricity data reports. Those numbers are not part of your supply/demand balance on a Btu basis. Why has that not been updated accordingly?	
18	How many vacancies does EIA have in management and staff positions? What plans, if any, does EIA have to fill those positions before January 20?	
19	Is the EIA budget sufficient to ensure quality in data and analyses? If not, where does it fall short?	
20	Does EIA have cost comparisons of sources of electricity generation at the national level?	

21	What is the plan for funding cleanup of Portsmouth and Paducah when the current uranium inventory designated for barter in exchange for cleanup services, is no longer available (excluding reinstating the UED&D fee on commercial nuclear industry or utilizing the USEC fund)?	
22	What is the right funding level for EM to make meaningful progress across the complex and meet milestone and regulatory requirements?	
23	What is the greatest opportunity for reduction in life cycle cost/return on investment?	
24	Describe your alternatives to the ever increasing WTP cost and schedule, whether technical or programmatic?	
25	With respect to EM, what program milestones will be reached in each of the next four years?	
26	Are there plans to add staff to EM? What are your staffing priorities?	
27	Can you provide a list of all Department of Energy employees or contractors who have attended any Interagency Working Group on the Social Cost of Carbon meetings? Can you provide a list of when those meetings were and any materials distributed at those meetings, emails associated with those meetings, or materials created by Department employees or contractors in anticipation of or as a result of those meetings?	
28	Did DOE or any of its contractors run the integrated assessment models (IAMs)? Did DOE pick the discount rates to be used with the IAMs? What was DOE's opinion on the proper discount rates used with the IAMs? What was DOE's opinion on the proper equilibrium climate sensitivity?	
29	Which programs within DOE are essential to meeting the goals of President Obama's Climate Action Plan?	
30	What is the statutory charge to the Department with respect to efficiency standards? Which products are subject to statutory requirements and which are discretionary to the Department?	
31	Can you provide a list of all permitting authorities (and their authorizing statutes) currently held by DOE and their authorizing statutes?	

32	Are there statutory restrictions related to reinvigorating the Office of Civilian Radioactive Waste Management?	
33	Are there any statutory restrictions to restarting the Yucca Mountain project?	
34	Does the Department have any thoughts on how to reduce the bureaucratic burden for exporting U.S. energy technology, including but not limited to commercial nuclear technology?	
35	Can you provide a list of non-M&O procurements/awards that are currently pending and their status?	
36	Does DOE have a plan to resume the Yucca Mountain license proceedings?	
37	Which Assistant Secretary positions are rooted in statute and which exist at the discretion and delegation of the Secretary?	
38	Can you provide a list of all Schedule C appointees, all non-career SES employees, and all Presidential appointees requiring Senate confirmation? Can you include their current position and how long they have served at the Department?	
39	Is the number of Assistant Secretaries set by statute? Does the statute establish the number as a minimum or a maximum, or is it silent on the question?	
40	Can you provide a list of Department employees or contractors who attended any of the Conference of the Parties (under the UNFCCC) in the last five years?	
41	Can you provide a list of the Loan Program Office's outstanding loans, including the parties responsible for paying the loan back, term of the loan, and objective of the loan?	
42	Can you provide a list of the Loan Program Office's outstanding loans, including the parties responsible for paying the loan back, term of the loan, and objective of the loan?	

43	Can you provide a full accounting of DOE liabilities associated with any loan or loan guarantee programs?	
44	The Department recently announced the issuance of \$4.5 billion in loan guarantees for electric vehicles (and perhaps associated infrastructure). Can you provide a status on this effort?	
45	(a) Is there an assessment of the funds it would take to replace aging infrastructure in the complex? (b) Is there a priority list of which facilities to be decommissioned?	
46	Can you provide a list of all current open job postings and the status of those positions?	
47	Can you provide a list of outstanding M&O contracts yet to be awarded for all DOE facilities and their current status?	
48	What secretarial determinations/records of decisions are pending?	
49	What should the incoming Administration do to balance risk, performance and ultimately completion in contracting?	
50	What should this Administration do differently to make sure there are the right incentives to attract qualified contractors?	
51	Can you provide a list of reports to Congress or other external parties that are due in 2017?	
52	How can the DOE support existing reactors to continue operating as part of the nation's infrastructure?	
53	What can DOE do to help prevent premature closure of plants?	
54	How do you recommend continuing to supporting the licensing of Small Modular Reactors?	
55	How best can DOE optimize its Advanced Reactor R&D activities to maximize their value proposition and work with investors to development and commercialize advanced reactors?	

56	What is the Department's role with respect to JCPOA? Which office has the lead for the Department?	
57	Can you provide a copy of any Participation Agreement under Section 1221 of EPAct signed by the Department?	
58	What is the goal of the grid modernization effort? Is there some terminal point to this effort? Is its genesis statutory or something else?	
59	Who "owns" the Mission Innovation and Clean Energy Ministerial efforts within the Department?	
60	Does or can the Department delineate research activities as either basic or applied research?	
61	Is there a readily available list of any technologies or products that have emerged from DOE programs or the labs that are currently offered in the market without any subsidy?	
62	If DOE's topline budget in accounts other than the 050 account were required to be reduced 10% over the next four fiscal years (from the FY17 request and starting in FY18), does the Department have any recommendations as to where those reductions should be made?	
63	How many fusion programs, both public and private, are currently being funded worldwide?	
64	What mechanisms exist to help the national laboratories commercialize their scientific and technological prowess?	
65	Which activities does the Department describe as commercialization programs or programs with the specific purpose of developing a technology for market deployment?	
66	What independent evaluation panels does the lab have to assess the scientific value of its work? Who sits on these panels? How often do they hold sessions? Do they publish reports?	

67	Can you provide a list of cooperative research and development grants (CRADAs) for the past five years? Please provide funding amounts, sources, and outcomes?	
68	Can you provide a list of licensing agreements and royalty proceeds for the last five years?	
69	Can you provide a list of the top twenty salaried employees of the lab, with total remuneration and the portion funded by DOE?	
70	Can you provide a list of all peer-reviewed publications by lab staff for the past three years?	
71	Can you provide a list of current professional society memberships of lab staff?	
72	Can you provide a list of current professional society memberships of lab staff?	
73	Can you provide a list of all websites maintained by or contributed to by laboratory staff during work hours for the past three years?	
74	Can you provide a list of all other positions currently held by lab staff, paid and unpaid, including faculties, boards, and consultancies?	

Yanos, Brian (CONTR)

From: Travis Fisher (b) (6)
Sent: Tuesday, December 06, 2016 6:05 PM
To: Morman, Laurie
Cc: thomas.j.pyle@ptt.gov;(b) (6)
Subject: Re: Requested Report on SPRO

Thank you so much, Laurie!

On Mon, Dec 5, 2016 at 5:00 PM, Morman, Laurie <LAURIE.Morman@hq.doe.gov> wrote:

All - attached is the report requested in the Fossil Energy briefing this afternoon on the Strategic Petroleum Reserve. Please let me know if you have any questions. Thanks!

Laurie

Laurie S. Morman

Chief of Staff

Office of Management

(202) 586-2550

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Tuesday, December 06, 2016 12:40 PM
To: Kolb, Ingrid
Subject: Re: First Round of Questions

Thanks. Jonas will be there at 1:30.

On Tuesday, December 6, 2016, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

I just heard from my WH contact. They have cleared David Jonas and will send me written confirmation shortly. (b) (5)

We'll meet David Jonas at the VIP desk at 1:30. Alison Doone is ready to brief him on the budget at 2:00 pm.

Please let me know that you received this message. I'll keep you posted on (b) (6) status. Thanks.

From: Thomas Pyle [<mailto:thomas.j.pyle@ptt.gov>]
Sent: Tuesday, December 06, 2016 11:31 AM
To: Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov>
Subject: First Round of Questions

Ingrid:

Here are the questions.(b) (5)

Happy to discuss if you have any questions or suggestions.

(b) (5)

Best,
Tom

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, December 07, 2016 4:38 PM
To: Thomas Pyle
Cc: Collaso-Talbert, Judith;Morman, Laurie
Subject: PTT Potential Persons to Contact.xlsx

Tom,

I hope your trip to Denver was successful. Welcome back.

I am attaching an updated list of companies and Individuals that would like to have a meeting with the Transition Team at your convenience.

Ingrid Kolb received an email today from the Executive Director of the National Association of State Energy Officials (NASEO). This Organization will have a Board meeting in DC next week (12/12 & 12/13) and would like to have a meeting between the Transition Team and 22 energy directors. Since the Board Meeting will begin this Monday, I wanted to flag this event for you.

Judy
202-287-6600



PTT Potential
Persons to Cont...

NAME	ORG/COMPANY	CONTACT INFO		COMMENTS
David Terry, Executive Director	National Association of State Energy Officials (NASEO)	703-395-1076		This Organization represents energy offices in 56 states, territories, & DC. NASEO has a Board Meeting in DC on 12/12 & 13 and would like to have a brief meeting with the PTT & their 22 energy directors that will be in town.
Carolyn Berndt, Program Director for Sustainability	National League of Cities (NLC)	202-626-3101		NLC would like a meeting between the PTT & NLC Exec Director & several elected officials to discuss City priorities & opportunities to collaborate with the new Administration.
Edward Davis, President & CEO	Pegasus Group	202-262-6236		This meeting would be on behalf of the Nuclear Infrastructure Council (Commercial & Civilian Side)
(b) (6)	DOE / (b) (6)	(Hm)(b) (6)	/ (Wk)	DOE/Federal Employee - she would like to work with the Transition Team.
(b) (6)	DOE / (b) (6) (b) (6)	(Hm)(b) (6)	: / (Cell)(b) (6)	DOE/Federal Employee - he would like to work with the Transition Team.
(b) (6)	DOE / (b) (6)	(b) (6)		(b) (6)

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Wednesday, December 07, 2016 11:48 PM
To: Kolb, Ingrid
Subject: Re: (b) (6)

Thanks, Ingrid. Most of us will be coming in tomorrow. We can huddle about the schedule and I will get in touch with (b) (6)

On Wednesday, December 7, 2016, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:
I was notified tonight that (b) (6) has been cleared. Please let me know when he will come to the department so we can get him badged. Thanks!

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Thursday, December 08, 2016 4:35 PM
To: Thomas Pyle
Cc: Collaso-Talbert, Judith;(b) (6) ;Marty Dannenfelser
Subject: Dec 9, 12, 13 Transition Team Briefings-Meetings

Tom,

Attached is the schedule of meetings, as of now, for tomorrow (Friday, December 9).

Have a great evening.

Judy



Dec9, 12, 13
Transition Team...

Transition Team Briefings/Meetings

Friday, December 9

10:00-10:50	Under Secretary for Science / Adam Cohen	(TP/TF/MD) (7A-075)
10:30 – 12:00	NA-20 Deep Dive: JCPOA, PMDA / Huizenga, Hanlon, Fremont	(DJ) (5E-058)
2:00 – 3:00	NA-20 Deep Dive (cont) / Huizenga, Hanlon, Fremont	(DJ) (5E-058)
3:00 – 3:30	NNSA General Counsel Overview / Diamond	(DJ) (5E-058)
3:30 – 4:30	NNSA Information Management Overview / Jones, Bellamy	(DJ) (5E-058)

Monday, December 12

10:00–12:00	Defense Programs Deep Dive Calbos, Lutton, Thompson, Goodrum, Alexander	(DJ) (5E-058)
2:00 – 3:30	Defense Programs Deep Dive (Cont) Calbos, Lutton, Thompson, Goodrum, Alexander	(DJ) (5E-058)
3:30 – 4:30	Governance and Management Improvement (Erhart, White)	(DJ) (5E-058)
4:30– 5:00	Closeout / Follow-up (As Requested)	(DJ) (5E-058)

Tuesday, December 13

8:30-9:00	Wkly Transition Meeting w/Kevin Knobloch Christopher Davis, Tim McClees	(TP) (7A-257)
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Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Friday, December 09, 2016 3:08 PM
To: Collaso-Talbert, Judith
Subject: Re: Schedule Next Week

Thanks so much.

On Friday, December 9, 2016, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

I will in about an hour. We are firming up a few meetings. I will email the schedule to both of your email accounts.

From: Thomas Pyle [<mailto:thomas.j.pyle@ptt.gov>]
Sent: Friday, December 09, 2016 3:05 PM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>
Subject: Schedule Next Week

Judy:

Do you have a tentative schedule for next week?

Best,

Tom

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Friday, December 09, 2016 4:39 PM
To: Thomas Pyle;thomasjpyle@me.com;(b) (6) ;Marty
 Dannenfelser;(b) (6)
Cc: Collaso-Talbert, Judith
Subject: Dec 12 - 16 Transition Team Briefings-Meetings

Good Afternoon,

Attached is the Briefing and Meeting schedule for next week.

Have a great weekend.

Judy
 202-287-6600



Dec 12 - 16
 Transition Team...

Transition Team Briefings/Meetings

Monday, December 12

10:00-11:30	Under Secretary for Management & Budget (Cadieux, Fontaine)	(TP/TF/MD) (7A-219)
10:00-10:45	Meeting w/Madelyn Creedon	(DJ) (7A-049)
11:00-12:00	Defense Programs Deep Dive (Calbos, Lutton, Thompson, Goodrum, Alexander)	(DJ) (5E-058)
1:30-3:00	Energy Efficiency & Renewable Energy (Steve Chalk)	(TP/TF/MD) (6A-013)
2:00 – 3:30	Defense Programs Deep Dive (Cont) (Calbos, Lutton, Thompson, Goodrum, Alexander)	(DJ) (5E-058)
3:30 – 4:30	Governance and Management Improvement (Erhart, White)	(DJ) (5E-058)
4:00	National Association of State Energy Official (NASEO) National Electrical Manufacturers Assoc 1300 North 17 th Street, Arlington, VA	(TP/TF/MD)
4:30 – 5:00	Closeout / Follow-up (As Requested)	(DJ) (5E-058)

Tuesday, December 13

8:30-9:00	Wkly Transition Meeting w/Kevin Knobloch (Christopher Davis, Tim McClees)	(TP) (7A-257)
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Wednesday, December 14

10:00-11:30	Advanced Research Projects Agency (ARPA-E) (Rohlfing)	(TP/TF/MD) (5E-058)
1:30-2:15	Nuclear Energy (Furstenau, Kelly)	(TP/TF/MD) (5E-058)
2:30-5:00	National Lab Directors Council	(TP) (1E-245)

Friday, December 16

10:00-11:30	International Affairs (Lockwood)	(TP/TF/MD) (5E-058)
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1:30-3:00	Project Management Oversight & Assessments (Paul Bosco)	(TP/TF/MD) (5E-058)
3:15-4:45	Office of Technology Transitions (Blaustein, Macdonald)	(TP/TF/MD) (5E-058)

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Saturday, December 10, 2016 11:31 AM
To: Kolb, Ingrid
Subject: Re: (b) (6)

I will let him know..

On Sat, Dec 10, 2016 at 11:25 AM, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:
How about 9:00 am? We will meet him at the VIP desk, get him badged and bring him up to the suite.

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Friday, December 9, 2016 9:52:03 PM
To: Kolb, Ingrid
Cc: (b) (6)
Subject: (b) (6)

Good evening, Ingrid. (b) (6) will come to DOE on Monday morning. Can you arrange for him to get badged?
Let me know what time works on your end.

Thanks.

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Saturday, December 10, 2016 5:05 PM
To: Kolb, Ingrid;Collaso-Talbert, Judith
Subject: Monday

Ingrid/Judy:

Some or all of us may have some meetings Monday morning that we have to attend so our schedule needs to change a little bit. I don't think we will get started until a little bit later on Monday, but I will touch base first thing in the morning Monday to let you know.

Thanks.

Best,
Tom

Yanos, Brian (CONTR)

From: Knobloch, Kevin
Sent: Sunday, December 11, 2016 9:43 PM
To: Collaso-Talbert, Judith; Thomas Pyle
Cc: Gibson, Karen; Kolb, Ingrid; David Jonas
Subject: RE: Invitation for tomorrow

Excellent Judy. Thank you.

K

From: Collaso-Talbert, Judith
Sent: Sunday, December 11, 2016 8:05:14 PM
To: Knobloch, Kevin; Thomas Pyle
Cc: Gibson, Karen; Kolb, Ingrid; David Jonas
Subject: RE: Invitation for tomorrow

Good evening Kevin. I will be happy to work with Karen tomorrow after I get confirmation from Tom.

Judy

From: Knobloch, Kevin
Sent: Sunday, December 11, 2016 4:01:14 PM
To: Thomas Pyle
Cc: Gibson, Karen; Kolb, Ingrid; Collaso-Talbert, Judith; David Jonas
Subject: RE: Invitation for tomorrow

Excellent Tom. Judy, please coordinate with Karen to lock in the time once Tom gives the green light.

And I'll look forward to talking with you Tuesday morning, Tom.

Best,

Kevin

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Sunday, December 11, 2016 3:56:01 PM
To: Knobloch, Kevin
Cc: Gibson, Karen; Kolb, Ingrid; Collaso-Talbert, Judith; David Jonas
Subject: Re: Invitation for tomorrow

Kevin:

Thanks for the invitation. Happy to attend. I will probably include at least one transition team member. We can work with Judy to confirm the time, but the suggested window is likely fine.

Best,
Tom

On Sun, Dec 11, 2016 at 3:45 PM, Knobloch, Kevin <Kevin.Knobloch@hq.doe.gov> wrote:
Trying again with correct email.

From: Knobloch, Kevin
Sent: Sunday, December 11, 2016 2:04:39 PM
To: thomas.i.pyle@ppt.gov
Cc: Gibson, Karen
Subject: Invitation for tomorrow

Tom,

The Secretary of Energy's Advisory Board is meeting tomorrow at DOE headquarters, and the chair, John Deutch, would like to invite you, and any members of your transition team they you might wish to include, to meet with SEAB.

The SEAB meeting has a private portion and public portion, and this would be for the private planning time when SEAB could share their perspectives and answer any questions you and your team have.

Between 2:45 and 3:45 pm would be optimal, but the Board is happy to work with your schedule.

Please let me know if you would like to do this and we'll lock in arrangements. I'm copying Karen Gibson, who is the Director of our Boards and Councils Office.

Thanks.

Kevin

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Monday, December 12, 2016 8:58 AM
To: Kolb, Ingrid
Subject: Re: (b) (6)

(b) (6) will join us at transition hq and then we will head over. I will keep you posted.

On Mon, Dec 12, 2016 at 8:40 AM Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

Is he still coming at 9:00 am today since there is a meeting at Transition HQ this morning? We'll be ready if he is. Thanks.

Yanos, Brian (CONTR)

From: Morman, Laurie
Sent: Monday, December 12, 2016 9:27 AM
To: thomas.j.pyle@ptt.gov
Subject: Info

Tom - Ingrid asked me to send you a link to the SEAB website for information. You can find it at <http://www.energy.gov/seab/secretary-energy-advisory-board>. Let me know if you need anything else. Thanks!

Laurie

*Laurie S. Morman
Chief of Staff
Office of Management
(202) 586-2550*

From: Collaso-Talbert, Judith
Sent: Monday, December 12, 2016 9:33 AM
To: Gibson, Karen
Cc: Thomas Pyle;(b) (6) ;Collaso-Talbert, Judith
Subject: RE: Invitation for SEAB Meeting

Karen, we are good to go for Tom Pyle and Dave Jonas to attend the SEAB this afternoon at 2:45!!! How much time should be allocated for their attendance??

Thanks,
Judy
7-6600

From: Gibson, Karen
Sent: Monday, December 12, 2016 9:01 AM
To: Collaso-Talbert, Judith
Subject: RE: Invitation for tomorrow

If that works, 2:45 would great

From: Collaso-Talbert, Judith
Sent: Monday, December 12, 2016 8:59:52 AM
To: Gibson, Karen
Cc: Collaso-Talbert, Judith
Subject: RE: Invitation for tomorrow

I sure will. Tom Pyle, Lead Transition Team Member, won't be in the office until 12:00ish! There is a mandatory Transition Team meeting this morning at 10:00 at GSA.

From the email this weekend, Tom mentioned that he would like to attend. Are you looking for him to show up at 2:45 pm??

Judy

From: Gibson, Karen
Sent: Monday, December 12, 2016 8:16 AM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>
Subject: RE: Invitation for tomorrow

Hi Judy!
Please let me know when you know something.

Our SEAB meeting begins at 9am. (b) (5)

Thanks,
Karen

Yanos, Brian (CONTR)

From: Knobloch, Kevin
Sent: Monday, December 12, 2016 9:56 AM
To: Thomas Pyle
Cc: Gibson, Karen; Kolb, Ingrid; Collaso-Talbert, Judith; David Jonas; Davis, Christopher; Morman, Laurie
Subject: RE: Invitation for tomorrow

Thank you Tom.

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Monday, December 12, 2016 9:44:26 AM
To: Knobloch, Kevin
Cc: Gibson, Karen; Kolb, Ingrid; Collaso-Talbert, Judith; David Jonas; Davis, Christopher; Morman, Laurie
Subject: Re: Invitation for tomorrow

Kevin:

(b) (5)

Best,
 Tom

On Monday, December 12, 2016, Knobloch, Kevin <Kevin.Knobloch@hq.doe.gov> wrote:
 Tom,

(b) (5)

Kevin

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Sunday, December 11, 2016 3:56:01 PM
To: Knobloch, Kevin
Cc: Gibson, Karen; Kolb, Ingrid; Collaso-Talbert, Judith; David Jonas
Subject: Re: Invitation for tomorrow

Kevin:

Thanks for the invitation. Happy to attend. I will probably include at least one transition team member. We can work with Judy to confirm the time, but the suggested window is likely fine.

Best,
 Tom

On Sun, Dec 11, 2016 at 3:45 PM, Knobloch, Kevin <Kevin.Knobloch@hq.doe.gov> wrote:

Trying again with correct email.

From: Knobloch, Kevin
Sent: Sunday, December 11, 2016 2:04:39 PM
To: thomas.j.pyle@ppt.gov
Cc: Gibson, Karen
Subject: Invitation for tomorrow

Tom,

The Secretary of Energy's Advisory Board is meeting tomorrow at DOE headquarters, and the chair, John Deutch, would like to invite you, and any members of your transition team they you might wish to include, to meet with SEAB.

The SEAB meeting has a private portion and public portion, and this would be for the private planning time when SEAB could share their perspectives and answer any questions you and your team have.

Between 2:45 and 3:45 pm would be optimal, but the Board is happy to work with your schedule.

Please let me know if you would like to do this and we'll lock in arrangements. I'm copying Karen Gibson, who is the Director of our Boards and Councils Office.

Thanks.

Kevin

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Monday, December 12, 2016 10:11 AM
To: Kolb, Ingrid
Subject: WH/Clearing

Ingrid:

(b) (5)

Best,
Tom

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Monday, December 12, 2016 4:27 PM
To: Thomas Pyle
Subject: FYI -- New Team Members

The WH sent a preemptive message saying that they are still processing new team members for several agency review teams. They promise to process them "in the coming few days." Hopefully, we'll get our new team members soon so they can participate in the scheduled briefings.

Yanos, Brian (CONTR)

MA 45

From: Thomas Pyle <(b) (6)>
Sent: Monday, December 12, 2016 7:41 PM
To: Collaso-Talbert, Judith
Cc: Thomas Pyle; Travis Fisher; Marty Dannenfelser; David Jonas; (b) (6)
Subject: Re: Dec 13 Transition Team Briefings-Meetings

Thank you. See you tomorrow!

On Dec 12, 2016, at 4:47 PM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

All,

Attached is the schedule for tomorrow and the rest of the week.

Have a great evening.

Judy

<Dec 13 Transition Team Briefings-Meetings.docx>

Transition Team Briefings/Meetings

Tuesday, December 13

- | | | |
|-------------|---|------------------------|
| 9:00-9:30 | Wkly Transition Meeting w/Kevin Knobloch
(Christopher Davis, Tim McClees) | (TP) (7A-257) |
| 9:30-10:15 | Coffee with Shelly Laver, Public Affairs
Director for Lab Outreach | (TP) (5E-058) |
| 10:30-12:00 | Under Secretary for Management & Performance
(Gena Cadieux, Juston Fontaine) | (TP/TF/MD/JS) (5E-058) |
| 1:00-2:30 | Management & Administration w/Ingrid Kolb
(John Bashista, Carmelo Melendez) | (TP/TF/MD/JS) (5E-058) |

Wednesday, December 14

- | | | |
|-------------|--|------------------------|
| 9:30-11:00 | Advanced Research Projects Agency (ARPA-E)
(Rohlfing) | (TP/TF/MD/JS) (5E-058) |
| 11:00-12:00 | Economic Impact & Diversity w/Dr. Andre Sayles | (TP/TF/MD/JS) (5E-058) |
| 1:30-2:15 | Nuclear Energy (Furstenau, Kelly) | (TP/TF/MD/JS) (5E-058) |
| 2:30-5:00 | National Lab Directors Council | (TP) (1E-245) |

Friday, December 16

- | | | |
|-------------|--|---------------------|
| 10:00-11:30 | International Affairs (Lockwood) | (TP/TF/MD) (5E-058) |
| 1:30-3:00 | Project Management Oversight & Assessments
(Paul Bosco) | (TP/TF/MD) (5E-058) |
| 3:15-4:45 | Office of Technology Transitions (Blaustein, Macdonald) | (TP/TF/MD) (5E-058) |

Tuesday, December 20

- | | | |
|-----------|--|---------------|
| 8:30-9:00 | Wkly Transition Meeting w/Kevin Knobloch
(Christopher Davis, Tim McClees) | (TP) (7A-257) |
|-----------|--|---------------|

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Tuesday, December 13, 2016 11:45 AM
To: Thomas Pyle
Cc: Morman, Laurie; Tirado, Christopher
Subject: New Team Members

Daniel Simmons, Mark Maddox, and William Greene have been approved by the WH. Please let me know when they will arrive at DOE and we'll make arrangements to greet them and get them badged. Thanks!

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Tuesday, December 13, 2016 4:23 PM
To: Thomas Pyle; Travis Fisher; Marty
Dannenfelser(b) (6)
(b) (6)
Cc: Collaso-Talbert, Judith
Subject: Dec 14 Transition Team Briefings-Meetings

Good Afternoon,

Attached is the tentative schedule for tomorrow. We are working on setting up a CFO Briefing in the morning for (b) (6) Daniel, Bill, and Mark. Also, working on a meeting for (b) (6) to meet with Dan Cohen in the afternoon.

See you all tomorrow. Have a great evening.

Judy
202-287-6600



Dec 14 Transition
Team Briefin...

Transition Team Briefings/Meetings

Wednesday, December 14

9:30-11:00	Advanced Research Projects Agency (ARPA-E) (Rohlfing)	(TP/TF/MD/JS/DS/WG/MM) (5E-058)
11:00-12:00	Economic Impact & Diversity w/Dr. Andre Sayles	(TP/TF/MD/JS/DS/WG/MM) (5E-058)
1:30-2:15	Nuclear Energy (Furstenau, Kelly)	(TP/TF/MD/JS/DS/WG/MM) (5E-058)
2:30-5:00	National Lab Directors Council	(TP/DS) (1E-245)

Friday, December 16

10:00-11:30	International Affairs (Lockwood)	(TP/TF/MD/JS/DS/WG/MM) (5E-058)
1:30-3:00	Project Management Oversight & Assessments (Paul Bosco)	(TP/TF/MD/JS/DS/WG/MM) (5E-058)
3:15-4:45	Office of Technology Transitions (Blaustein, Macdonald)	(TP/TF/MD/JS/DS/WG/MM) (5E-058)

Tuesday, December 20

8:30-9:00	Wkly Transition Meeting w/Kevin Knobloch (Christopher Davis, Tim McClees)	(TP) (7A-257)
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Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Tuesday, December 13, 2016 6:33 PM
To: Thomas Pyle
Subject: RE: FERC

OK. Just let me know when you have the name. Thanks.

From: Thomas Pyle [mailto:thomas.j.pyle@ptt.gov]
Sent: Tuesday, December 13, 2016 6:26 PM
To: Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov>
Subject: Re: FERC

I think we are trying to add another.

On Tuesday, December 13, 2016, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

(b) (5)

I need to let the WH know. Thanks.

Yanos, Brian (CONTR)

From: Morman, Laurie
Sent: Tuesday, December 13, 2016 10:51 PM
To: Thomas Pyle; Kolb, Ingrid
Subject: RE: clearance

I've verified from the Intelligence office that (b) (6)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Tuesday, December 13, 2016 9:20:53 PM
To: Kolb, Ingrid; Morman, Laurie
Subject: Fwd: clearance

Ingrid/Laurie:

Are you able to help with this? (b) (6)

I will ask transition as well. See below:

(b) (6)

(b) (6) is my man at House Security Office

From: Kolb, Ingrid
Sent: Wednesday, December 14, 2016 8:41 AM
To: Thomas Pyle
Subject: Materials for NLDC meeting
Attachments: Value of the DOE National Laboratories Oct 2016.pdf; 2015 Americas National Laboratory System.pdf; National Labs Working for America.pdf; 50-breakthroughs.pdf; NLDC letter to Secretary-designate (draft).pdf

Attached are materials for the meeting with the laboratory directors later today. The most important document is the draft letter to the Secretary-designate. The other documents are about the laboratories' accomplishments and the value they provide. I will give you a call so we can discuss any questions you may have. Thanks!

Value of the DOE National Laboratories¹

National Laboratory Directors' Council²

August 30, 2012

The seventeen national laboratories of the U.S. Department of Energy (DOE) collectively constitute a national intellectual asset that has served the United States remarkably well for more than sixty years. They tackle large-scale, long-term research and development (R&D) challenges that are typically beyond the scope of universities or industry. Functioning as an interdependent system with an exceptional set of distinctive capabilities and world-leading staff and facilities, they have delivered the science and technology (S&T) needed to solve problems of national importance, producing a wealth of scientific discoveries and technology innovations in support of DOE's overarching mission of advancing the national, energy, and economic security of the United States.³

The national laboratories occupy a unique niche in the nation's R&D ecosystem. They complement the roles and capabilities of the nation's academic and industrial research efforts. The laboratories conduct mission-driven and often hazardous research that requires unique instrumentation and facilities that would be ill-suited to an educational institution or beyond the risk tolerance of a corporate research lab. Of course, the laboratories do not operate in isolation. On one hand, they collaborate with universities in fundamental and applied research, as well as support the training of thousands of future scientists and engineers. On the other hand, the laboratories partner with industry in technology development and deployment to ensure the transfer of their R&D to the marketplace.

PART I: Mission and Impact

Today's system of national laboratories developed over several decades, starting with the imperative of the Manhattan Project and evolving in response to changing national priorities and needs. Over the years, there have been numerous studies of the national laboratory system, specifically their mission relevance and management effectiveness. These studies, which include departmental reviews, congressional commissions, and even scholarly works, have offered various perspectives and numerous (sometimes conflicting) recommendations. However, they generally agree that the national laboratories "remain among the most important institutions in American science and technology"⁴ and the "laboratories' research role is part of an essential, fundamental cornerstone for continuing leadership by the United States."⁵ Their ability to adapt to changing times, especially following the end of the Cold War, has demonstrated their resiliency and enduring value to the nation.

¹ The present white paper borrows heavily from several previous NLDC documents, especially *The Future of the DOE National Laboratories (2008)* and *The Value of the DOE National Laboratory System (2011)*. Both documents can be found at www.nationallabs.org.

² The NLDC consists of the directors of all seventeen DOE national laboratories.

³ See, for example, *50 Breakthroughs by America's National Labs (2011)*, available at www.nationallabs.org.

⁴ Peter J. Westwick, *The National Labs: Science in an American System, 1947-1974*, Harvard University Press, Cambridge, MA, 2003, p.299.

⁵ *Alternative Futures for the Department of Energy National Laboratories*, Prepared by the Secretary of Energy Advisory Committee, Task Force on Alternative Futures for the Department of Energy National Laboratories, February 1995.

Delivering Scientific Discovery and Innovation

The scale and scope of the national laboratories enable them to launch coherent multidisciplinary attacks on large-scale, complex problems, with an emphasis on translating basic science to innovation. They collaborate with universities and industry to develop and deploy scientific and technological solutions that meet national needs. Specifically, the national laboratories:

- conduct research of the highest caliber in physical, chemical, biological, and computational and information sciences that advances our understanding of the world around us;
- advance U.S. energy independence and leadership in clean energy technologies to ensure the ready availability of clean, reliable, and affordable energy;
- enhance global, national, and homeland security by ensuring the safety and reliability of the U.S. nuclear deterrent, helping to prevent the proliferation of weapons of mass destruction, and securing the nation's borders; and
- design, build, and operate distinctive scientific instrumentation and facilities, and make these resources available to the research community.

Discoveries and innovations from the national laboratories have contributed to numerous technological achievements that have led to improvements in the nation's security, quality of life, and economic competitiveness. Examples span a wide range of fields:

- *Fundamental science.* National laboratory researchers have answered fundamental questions about the laws of nature and the cosmos, with discoveries that include the detection of the neutrino, new elements in the periodic table, and the accelerating expansion of the universe. More than 80 DOE laboratory scientists have won the Nobel Prize. National laboratory scientists publish thousands of peer-reviewed papers each year in the most prestigious technical journals covering a variety of scientific and engineering disciplines.
- *Sustainable energy.* National laboratories have led the way in the creation of technologies for sustainable energy production and conservations. They have led in the development of nuclear power, biofuels, thin-film batteries, and more efficient windows and appliances that have yielded more than \$40B in economic returns on a \$13B investment.⁶
- *Supercomputers.* National laboratories drove the creation and evolution of supercomputing and its application to myriad problems. From the Univacs of the 1950s to the petascale supercomputers in operation today at DOE's Leadership Computing Facilities, national laboratories have helped to maintain U.S. leadership in high-performance computing.

⁶ National Research Council, *Energy Research at DOE: Was it Worth It? Energy Efficiency and Fossil Energy Research, 1978–2000*, National Academies Press, Washington, D.C., 2001.

- *Radioisotopes.* National laboratories initiated large-scale isotope production and continue to provide leadership in nuclear medicine and in isotope development for fundamental science, medical applications, threat reduction, homeland security, and environmental science.

Operating Unique Scientific Facilities

The national laboratories design, build, and operate unique scientific instrumentation and facilities that serve tens of thousands of scientists and engineers from academia and industry collaborating on solutions to pressing and complex problems. The capabilities include advanced light sources, particle accelerators, supercomputers, sophisticated mass spectrometry, and high-resolution electron microscopy. They are housed in highly specialized facilities and run by highly trained technical staffs.

These instruments and facilities, many of which are found nowhere else in the world, support open scientific research as well as classified work. They continually advance the state of the art through the development, deployment, and use of next-generation tools and technologies. They enable fundamental scientific discoveries, ensure our national security, and assist industry (with new materials, improved manufacturing processes, and advanced product testing). Few companies or universities have the resources to design, construct, and operate facilities on this scale—or to maintain the large, scientifically diverse research staff needed to support them.

Many of these facilities are designated as user facilities and made available at no charge to researchers doing nonproprietary work. In 2010, DOE's national user facilities served more than 26,000 users from academia, industry, and government laboratories, from all fifty states and the District of Columbia. Thus, a substantial amount of the funding provided to the national laboratories for the operation of these facilities is expended in support of research conducted by non-DOE users, mostly from universities.

Serving the National Interest

While most of their work is supported by DOE, the national laboratories represent a national resource for the entire federal government. Their roles in ensuring the safety, security, and reliability of the U.S. nuclear arsenal have provided them with unique capabilities for protecting the nation against high-consequence threats through the effective use of science, technology, and systems solutions. As a result, the national laboratories have well-established roles in providing R&D support to agencies such as the Department of Homeland Security, the Department of Defense, and the Intelligence Community. The laboratories also work with the State Department and the International Atomic Energy Agency on nonproliferation, civilian nuclear power R&D, nuclear waste recycling, and scientific diplomacy.

The national laboratories also bring their resources to bear on other problems of national importance. Their nuclear capabilities and infrastructure support the deep space missions of the National Aeronautics and Space Administration (NASA). Their expertise in developing and operating leading-edge computational resources is being applied to meet the needs of the National Science Foundation, the National Oceanic and Atmospheric Administration, and other agencies. Capabilities developed in support DOE's missions in bioenergy, climate change, and environment are applied to the needs of NASA, the National Institutes of Health, the Environmental Protection Agency, and the Food and Drug Administration. In each case, the federal agency leveraged the laboratories' unique expertise and capabilities rather than duplicating them at great expense.

Finally, the national laboratories constitute a readily available technical response capability for emergent problems and "technological surprises." Many of the agencies listed above have called upon the laboratories to assist during national and international emergencies. For example, national laboratory scientists and engineers played key roles in responding to the terrorist attacks on 9/11/2001, the 2009 Christmas Day airline bomb attempt, the BP Deepwater Horizon oil spill in 2010, and the nuclear accident at Fukushima in 2011. In each case, when the U.S. government needed immediate impartial technical advice, it turned to the DOE national laboratories. The laboratories responded with technical staff on the ground within 24 hours. State and local governments also rely on laboratory scientists for technical advice, for example, to inform regulatory policies.

Training the Next Generation of Scientists and Engineers

The national laboratories support the development of the future science, technology, engineering, and mathematics (STEM) workforce by making their unique facilities and capabilities available to students and faculty at all levels. The national laboratories annually provide programs for more than 250,000 K–12 students, 22,000 K–12 educators, 4,000 undergraduate interns, 3,000 graduate students, and 1,600 postdoctoral researchers. These programs range from workshops to semester-long appointments to extended-term employment. Altogether, the laboratories engaged more than 450 academic institutions in the U.S. and Canada.

Productive collaborations between university and national laboratory researchers also take place through personnel exchanges, research collaborations at the individual investigator level, joint research programs established to develop and take advantage of DOE user facilities, and strategic institutes established to focus on new areas of scientific endeavor. As documented in a 2005 report from the National Research Council,⁷ collaborating with national laboratories can provide universities with the ability to conduct:

- science requiring large, complex facilities and teams trained in their safe and effective operation (e.g., the Advanced Photon Source at Argonne National Laboratory);
- science requiring substantial engineering and instrument development (e.g., the Environmental Molecular Sciences Laboratory at Pacific Northwest National

⁷ National Research Council, *National Laboratories and Universities: Building New Ways to Work Together—Report of a Workshop*, National Academies Press, Washington, D.C., 2005.

Laboratory); or

- science requiring specialized facilities that are costly to maintain (e.g., the Combustion Research Facility at Sandia National Laboratories).

The report also mentions the expanded opportunities for interdisciplinary research, professional development, and training that are created through these collaborations.

National laboratory subcontracts with educational institutions not only provide an additional avenue for education and training, but also represent a substantial flow of DOE resources to the academic research community. In FY 2011, the national laboratories collectively subcontracted nearly \$500M to universities and employed more than 8600 students, postdocs, and faculty. This is in addition to \$720M that the DOE directly funds through academic research grants. This demonstrates how tightly interwoven the laboratories and universities are within the national research ecosystem supported by DOE.

Strengthening U.S. Competitiveness

National Laboratories promote innovation that advances U.S. economic competitiveness and contributes to our future prosperity. They partner with others, especially industry, to integrate fundamental and applied pre-competitive research to the broad benefit of the economy. They contribute materially to U.S. economic prosperity by making key scientific discoveries, demonstrating the utility of these discoveries in early prototypes, and working with industry to move these technologies into the marketplace, thus creating high-paying jobs. The labs' prowess is evidenced by their disproportionately large number of R&D 100 Awards and proven track record in technology transfer and commercialization.

The national laboratories partner with U.S. industry through a variety of programs and mechanisms to strengthen U.S. economic competitiveness. The laboratories have long served as test beds for technology innovation, development, and deployment. They have stepped up these activities in response to rising concerns about U.S. innovative capacity and the need to more quickly move research results from the laboratory to the marketplace.

The aforementioned user facilities support the increasingly popular "open innovation" model in which technologies and expertise are obtained from sources outside a company or institution. For example, General Electric used the National Synchrotron Light Source (NSLS) at Brookhaven National Laboratory and the Advanced Photon Source (APS) at Argonne National Laboratory to develop advanced heavy-duty batteries that are now being manufactured at a new facility in Schenectady. A recent National User Facility Organization benchmarking study⁸ found that 46 Fortune 500 companies took advantage of DOE user facilities in 2011 to conduct research supporting the creation of new products including pharmaceuticals, advanced materials for semiconductors and vehicular batteries, telecommunications satellites, and consumer goods.

Small companies are also benefiting from engaging with user facilities: development of the SmartTruck UnderTray Systems, which improves the aerodynamics of tractor-trailers, was accelerated using the resources of DOE's Oak Ridge Leadership Computing Facility and cited by Energy Secretary Steven Chu as "a great example of how investments in innovation

⁸ *The Fortune 500 and National User Facilities*, www.nulfo.org/files/Fortune_500.pdf.

can help lead the way to new jobs, new ways of cutting our carbon emissions, and new opportunities for America to succeed in the global marketplace.”

A 2010 DOE workshop highlighted the importance of direct interactions between industry and basic scientists in universities and national laboratories for advancing science in the clean energy field, with an emphasis on the value of user facilities in facilitating industrial research and stimulating collaborative efforts.⁹ Acting on the recommendations of this workshop, national laboratories continue efforts to increase the level of industrial participation at user facilities.

Moving Innovation to the Marketplace

The national laboratories are legally charged with a technology transfer mission to ensure that the nation’s R&D investment is exploited to the fullest extent. Technology transfer mechanisms include user facility agreements, licensing of patents or other intellectual property (IP), cooperative R&D agreements (CRADAs), and Work for Others (WFO) agreements. A new mechanism, the Agreement to Commercialize Technology (ACT), designed to ease industry access to national laboratory research capabilities, is now being piloted by eight national laboratories.

These mechanisms enable the laboratories to build on their history of successfully working with industry to transfer technology to the marketplace. They consistently receive a large share of the annual awards presented by R&D Magazine to recognize the year’s 100 most outstanding technology developments with promising commercial potential. In 2012, DOE national laboratories won 7 of the 23 awards for excellence in technology transfer presented by the Federal Laboratory Consortium for Technology Transfer.

The national laboratories also foster economic development at local, state, and regional levels. Activities include development of science and technology parks, venture capital and assistance networks, entrepreneurial leave programs, and participation in economic development organizations.

The innovative spirit and entrepreneurial enthusiasm within the laboratories is further evidenced by the large number of patents and licensing agreements that they execute each year. Laboratory scientists and engineers work closely with industry to ensure that these technology breakthroughs are commercialized. Over the decades, the laboratories have spun out thousands of technologies and hundreds of companies that have enhanced U.S. economic competitiveness and created high quality jobs.

In summary, the DOE national laboratories are invaluable intellectual assets. They have repeatedly demonstrated the ability to anticipate national needs and have delivered high quality solutions over more than six decades. Collectively, the national laboratories

- solve important problems in fundamental science, energy, and national security;
- steward vital scientific and engineering capabilities that are essential to our nation’s continued science and technology primacy in a rapidly changing world;

⁹ *Science for Energy Technology: Strengthening the Link Between Basic Research and Industry—The Full Report*, DOE, August 2010, science.energy.gov/-/media/ees/pdf/reports/files/self_ipr.pdf.

- design, build, and operate unique scientific instrumentation and facilities that serve tens of thousands of scientists and engineers from academia and industry collaborating on solutions to pressing and complex problems; and
- promote innovation that advances U.S. economic competitiveness and contributes to our future prosperity.

PART II: Stewardship and Management

The national laboratories are stewarded by the Department of Energy (DOE) on behalf of the nation. The underlying stewardship model, which dates to the Manhattan Project (and hence predates the DOE) has proven to be remarkably adaptable. One scholar cites this stewardship model as one of the contributing factors to the laboratories' ability to adapt over time to meet changing national needs, specifically with respect to their post-Cold War transition.¹⁰

Instituting the Government-Owned, Contractor-Operated Model

To put today's stewardship (and associated management) model in context, it is helpful to recall the early days of the Manhattan Project. Faced with the national imperative to develop an atomic bomb, the U.S. Government turned to academia and industry to quickly identify and organize the necessary scientific and engineering talent. Facilities were established at several locations, some near universities (to leverage talent) and others remote (for security purposes). Although the government originally intended to disband these efforts at the end of the war, it soon realized that the amassed talent and resources should be maintained in service of the nation. In the ensuing years, the number of laboratories grew and it was necessary to put in place a more formal management structure. Over time, these facilities became Federally Funded R&D Centers (FFRDCs). They were owned by the government but managed by private contractors (typically academic, industrial, and/or nonprofit entities). This government-owned, contractor-operated (GOCO) management model was chosen because it afforded maximum flexibility in the management and operation of the laboratories. It has held up remarkably well over time, as borne out by numerous studies.¹¹ In particular, the widely acclaimed quality of the laboratories' science and technology is often attributed to the GOCO model.

- *GOCO model.* Sixteen of the seventeen DOE national laboratories are government-owned and contractor-operated.¹² In this model, the government competitively awards a management and operations (M&O) contract to a private sector entity, typically a university, non-profit research institute, for-profit company, or some combination thereof. This approach allows the DOE to tap the best management talent in the country to operate the national laboratories.
- *FFRDCs.* All sixteen of the GOCO national laboratories have been designated as FFRDCs, as are many other entities, including Lincoln Labs, Jet Propulsion Lab, and the Institute for Defense Analyses. FFRDCs maintain capabilities (staff, facilities, and equipment) deemed critical by the federal government and to which it wants assured access. The FFRDC designation codifies a special relationship between the

¹⁰ Peter J. Westwick, *The National Labs: Science in an American System, 1947-1974*, Harvard University Press, Cambridge, MA, 2003, p. 299.

¹¹ These studies, which date to the early 1990's, generally affirm the value and benefits of the GOCO model but have raised concerns about faithfulness of its implementation.

¹² The sole exception is the National Energy Technology Laboratory, which is both government-owned and government-operated.

entity and the federal government. In particular, it allows the government to utilize the expertise and resources of the FFRDC in a way that would be inappropriate for non-FFRDCs, including the sharing of information, joint planning, and directed work.

The GOCO model represents a partnership between the government and private sector. The private sector contractor is expected to bring best practices, especially in personnel and research management to the national laboratories. The GOCO model is most effective when DOE specifies the mission and high-level objectives (the “what”) and grants the contractor freedom to determine the best means to achieve them (the “how”). The DOE evaluates contractor performance annually; and superior performance is incented through a variety of mechanisms, including contract term extensions.

As explained below, the GOCO model affords the government several benefits, including the flexibility needed to manage scientific institutions that must be able to recruit and retain world-class technical talent and adapt quickly to changing national research priorities and advances in science and technology. The consistent recognition of the DOE national laboratories as world-leading research institutions, with records of sustained scientific excellence and mission contributions, has often been attributed to the benefits of the GOCO model. Similar observations about the quality of GOCO-managed FFRDCs outside of DOE (e.g., Lincoln Labs and Jet Propulsion Lab) further strengthens the case for the benefits of the GOCO model.

Stewarding a World-Class Scientific and Engineering Workforce

The DOE national laboratories collectively employ approximately 50,000 employees, about half of whom are scientists and engineers, including a large number of PhD researchers. This world-class workforce is dedicated to the service of the nation and is the envy of the world. This staff, along with the unique scientific facilities and instrumentation they use, comprise an unparalleled intellectual asset that has consistently delivered for the American people.

Private sector personnel practices, including competitive pay and benefits, allow contractors to recruit and retain the best talent from around the world. Many of these researchers would otherwise work in academia or industry, not federal service, thus depriving the nation of the talent needed to address the challenges facing it and the world. The quality of this workforce is further enhanced through a culture of performance accountability, for managers and workers alike. For example, private sector practices regarding incentive compensation and employee discipline are particularly effective in encouraging team accomplishment and addressing individual performance problems, respectively. At the same time, contractors promote a culture of “academic freedom” at the laboratories. This results in an intellectual independence that ensures that the government obtains unbiased technical advice.

A contractor is quickly able to reshape and refresh its workforce in response to changing national priorities and fluctuating budgets. For example, they can respond to new opportunities or project terminations through aggressive hiring and selective reductions in force. Additional private sector personnel practices that facilitate flexible workforce management include hiring bonuses, temporary employment contracts, and work arrangements to accommodate individual needs. All of these are more complicated and slower to implement in the civil service. In short, the GOCO model efficiently deploys the

right resources against the right priorities in a timely fashion.

Leveraging Private-Sector Best Practices to Benefit the Government

Contractors who operate national laboratories for DOE are selected for both their technical expertise and management excellence. As a group, they bring intellectual independence and a high degree of interdisciplinary capability needed to address complex scientific and technical challenges. They also exercise initiative and ingenuity in carrying out their work and have substantial autonomy to apply best private-sector management and business practices in their operations. Moreover, by employing several different contractors, DOE benefits from a diversity of approaches and competition of ideas.

Contractors can bring innovation and best practices from the private sector to day-to-day laboratory operations with greater ease than could the government. Federal practices are designed to evolve slowly over time to accommodate a broad range of interests. The private sector is much more agile and creative. The use of alternative financing to modernize facilities and infrastructure is one example where the private sector was able to accomplish something that the federal sector has had great difficulty. Moreover, it was able to do it faster and cheaper. As a result, modern infrastructure to support federal needs was delivered sooner and at lower cost to the federal government.

Laboratory contractors use governance practices, contractor oversight, and contractor assurance programs to give DOE confidence that the focus is on mission accomplishment and that appropriate performance standards are maintained. Contractor governance practices include structures that provide clear lines of authority and accountability, access to external expertise, and corporate reachback for additional resources. The laboratories have defined and implemented transparent contractor assurance programs that enable the government to track and understand laboratory performance. Collaboratively, the laboratories and DOE are able to identify notable practices and needed improvements and, in this spirit of continuous improvement, confidence is gained to drive efficiency in oversight activities and reduce the need for DOE oversight.

Delivering Cost-Effective R&D to the U.S. Taxpayer

National laboratories strive to maximize research productivity, providing a natural incentive for effective and efficient management and operations. Funds conserved through reduced operating costs and management improvement initiatives enable increased research productivity and mission impact through the conduct of additional programmatic work and/or investment in new capabilities, including new staff.

DOE encourages efficiency through its performance evaluation plans. Specifically, the DOE challenges laboratory management to develop innovative, novel, and cost-effective approaches to operations. An idea demonstrated at one laboratory is then suggested to others, ensuring the promulgation and adoption of best practices throughout the complex. Examples include: integrated management systems; electronic security measures in lieu of a larger protective force; and leveraging the buying power of the corporate parent through discounts and negotiated agreements (travel discounts, software agreements).

The cost of doing business varies across the seventeen national laboratories. In general, the smaller single-program laboratories are slightly less expensive due to their simpler structure. Indirect costs are also difficult to compare since each contractor has its own system tailored to the unique characteristics of the laboratory being managed. Despite this diversity in business practices, there are some common attributes. Typically, the costs of benefits, space, utilities, and management, are among those added to a researcher's salary. For most of DOE's laboratories, the price paid for these support activities is approximately two to three times the cost of a researcher's base salary.¹³ (This factor of 2-3 is called the "labor multiplier" and it provides a basis for comparing fully burdened labor costs.)

Comparing the cost of doing business at the DOE laboratories with non-DOE laboratories is challenging because of their notable differences. For example, DOE laboratories have major scientific facilities that exist nowhere else in the world and a mission that often requires high-hazard and/or high-security operations. Nevertheless, there are some parallels and conclusions that can be drawn. Consider first non-profit research institutes,¹⁴ which have similar missions and cost-allocation structures as the DOE laboratories. An analysis shows that the labor multiplier averages 3.5, which is substantially higher than the 2.8 average of the national laboratories. This benchmark comparison demonstrates the national laboratories are cost effective when equivalent missions are considered.

Comparing national laboratories to universities is more difficult, but a similar conclusion is reached. Universities often lower their costs by employing students (as part of their education and training) and subsidizing faculty research time (by covering many fixed costs at the institutional level). Universities also charge substantially more overhead to non-labor costs than a DOE laboratory does,¹⁵ lowering the university's burdened labor rate but shifting more overhead cost to non-labor. Further, universities generally allocate their time in percentages over a month, meaning that ancillary activities (which are charged to overhead at the DOE laboratories) are effectively direct-charged to the sponsor. If all of this is normalized to the practices at a DOE laboratory, one finds that the cost of performing research at a university is not much different than that at a DOE national laboratory.

In short, DOE's laboratory contractors maximize the availability of funding for scientific programs through the use of effective cost management strategies for laboratory operations. The normalized benchmarks suggest the cost for research at these world-class facilities is comparable to, and in some cases lesser than, the cost at other major research institutions.

In summary, the government-owned, contractor-operated model of managing the DOE national laboratories provides several benefits to the U.S. Government and American taxpayer. Specifically, the contractors operating the national laboratories

- partner with the federal government to steward the capabilities of the laboratory and to focus them on the most pressing problems of the day;

¹³ See *Overhead at the DOE National Laboratories*, prepared by the National Laboratory Chief Financial Officers (2012), for a detailed discussion of laboratory overhead and cost comparisons; available at www.nationallabs.org.

¹⁴ Non-profit research institutes include Battelle Memorial Institute, Midwest Research Institute, Research Triangle Institute, Southern Research Institute, Southwest Research Institute and SRI International.

¹⁵ Universities are required by OMB Circular A-21 to use a Modified Total Direct Cost (MTDC) overhead base which allocates substantial amounts of overhead to non-labor-related costs.

- recruit and retain a world-class scientific and engineering workforce and ensure that the embodied skills are up-to-date and relevant; and
- leverage the best management and business practices from the private sector to operate the laboratory efficiently and responsibly; and
- operate high hazard and high security R&D enterprises reliably

America's National Laboratory System

A Powerhouse of Science, Engineering, and Technology



The 17 U.S. Department of Energy (DOE) National Laboratories are a cornerstone of the United States' innovation ecosystem, performing leading-edge research in the public interest. Launched as part of a wave of federal investment in science around World War II, the DOE National Laboratories have evolved into one of the world's most productive and sophisticated research systems. Over this time, DOE National Laboratory scientists have won 80 Nobel Prizes in the sciences. Today, this system maintains one-of-a-kind multidisciplinary research capabilities, large-scale scientific tools, and teams of experts focused on the Department's and the nation's most important priorities in science, energy, and national security.

NATIONAL LABORATORY MISSIONS

DISCOVERY SCIENCE

The Department of Energy is the nation's largest funder of the physical sciences. Every day, researchers at the National Laboratories make discoveries in basic science that advance knowledge and provide the foundation for American innovation. From unlocking atomic energy to mapping the human genome and pushing the frontiers of nanotechnology, National Lab scientists have led the way in making breakthrough discoveries and are recognized by their peers as global leaders.

ENERGY SECURITY AND INDEPENDENCE

With research underway on a host of next-generation energy technologies, the National Labs are key to an "all-of-the-above" energy strategy that advances U.S. energy independence. From developing much of the horizontal drilling and drill bit technology that helped spark today's domestic oil and gas boom to developing the critical technology behind many of today's electric vehicles, solar panels, and wind turbines, the National Labs have pushed the boundaries of the nation's energy technology frontier.

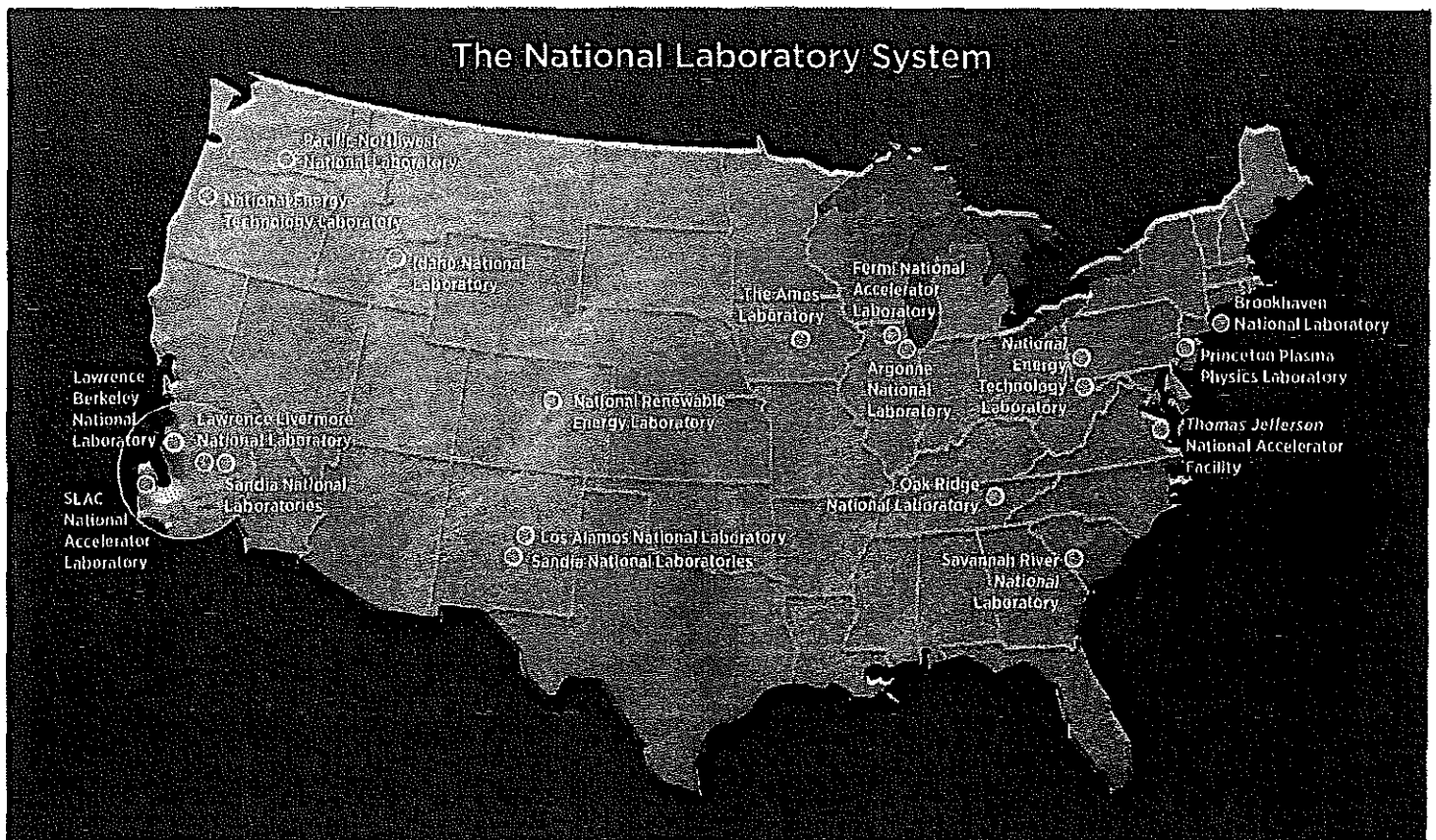
NATIONAL SECURITY

With origins in the Manhattan Project, an enduring mission of the National Labs has been to enhance national security by ensuring the safety and reliability of the U.S. nuclear deterrent, helping prevent the proliferation of weapons of mass destruction, and securing the nation's borders. The National Labs also play a central role in homeland security, development of advanced technologies for counterterrorism, detection of nuclear and biological weapons, and cybersecurity.

ECONOMIC PROSPERITY AND GLOBAL COMPETITIVENESS

Through scientific discovery and technology innovation, the National Laboratories advance U.S. economic competitiveness

The National Laboratory System



and contribute to our nation's prosperity. The National Labs' unique ability to partner with private industry and academia—through research agreements, national user facilities, and technology transfer programs—drives technology solutions to the marketplace, creates jobs, and spurs economic growth.

NATIONAL LABORATORY CAPABILITIES

UNIQUE SCIENTIFIC USER FACILITIES

The National Laboratories are stewards of a network of 30 unique scientific instrumentation and research facilities that are available to the public and private sectors. Last year alone, nearly 30,000 researchers from academia, government, and industry at large took advantage of these world-class facilities, which are staffed by recognized leaders in their fields. Because user facilities house specialized and large-

scale instruments that require major investments beyond the means of individual universities and firms, such as some of the world's most powerful supercomputers, x-ray light sources, and particle accelerators, they play an indispensable role as engines of innovation and scientific discovery.

SUPERCOMPUTING

As a direct result of DOE investments, historically more than half of the world's 500 fastest computers, presently including six of the top ten, are located in the United States. Industry has used DOE facilities to improve development of wind energy in cold climates, to model and develop high-efficiency natural gas engines for power generation, and to study at the molecular level chemical processes that can limit the shelf life of consumer products.

A History of Innovation

With roots going back to the 1930s, the National Laboratory system has a long record of advancing basic science and applied technology to serve America's economic, energy, environmental, and national security interests. Research at the National Labs has:

- Led to the discovery of 16 elements on the periodic table, including one that revolutionized the field of medical imaging and another that is widely used in smoke detectors
- Increased the efficiency of wind turbines, helping to reduce the cost of wind power by more than 80% over the past 30 years
- Developed optical digital recording, the basic technology behind CDs and DVDs
- Created the world's smallest synthetic robots as well as the toughest and lightest ceramics, perfect for energy and transportation applications
- Explained the biological processes of photosynthesis, laying the groundwork for new bio-based technologies
- Confirmed the Big Bang and discovered dark energy in collaboration with NASA
- Applied nuclear capabilities to the understanding and production of isotopes for medicine and industry
- Revolutionized materials with widespread applications in manufacturing, transportation, and medicine—including life-saving devices for cancer detection and treatment
- Greatly improved our ability to detect explosives and weapons, including nuclear and biological agents and plastic devices
- Ensured the safety, security, and reliability of the nation's nuclear stockpile without testing.

Through these and countless other achievements, the National Laboratories have saved lives, generated new products, spawned new industries, uncovered secrets of the universe, and helped establish and sustain U.S. global preeminence in science and technology.



energy.gov/labs

[facebook.com/energygov](https://www.facebook.com/energygov)

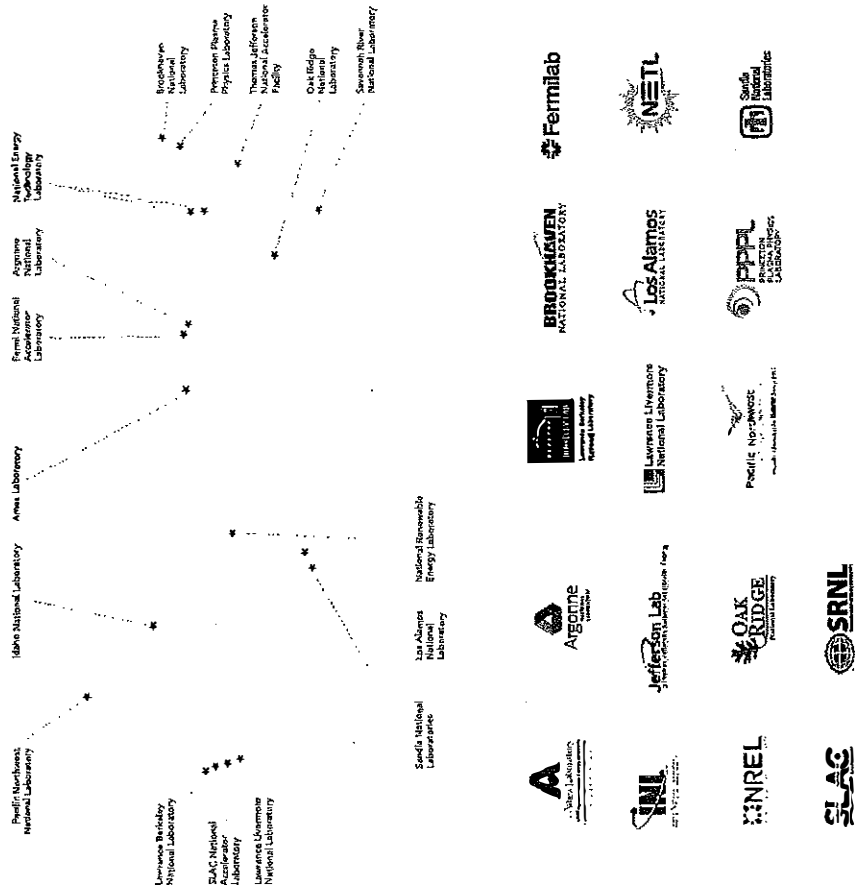
twitter.com/energy



America's 17 National Labs



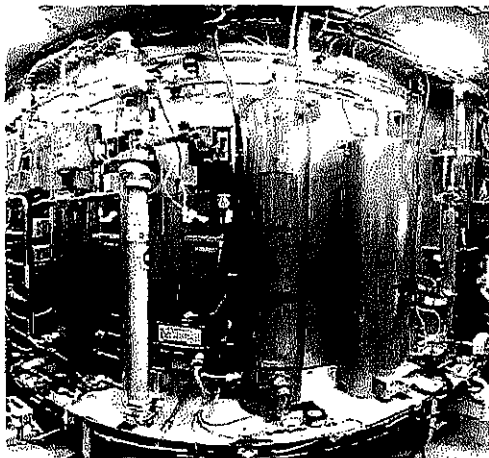
Working for America



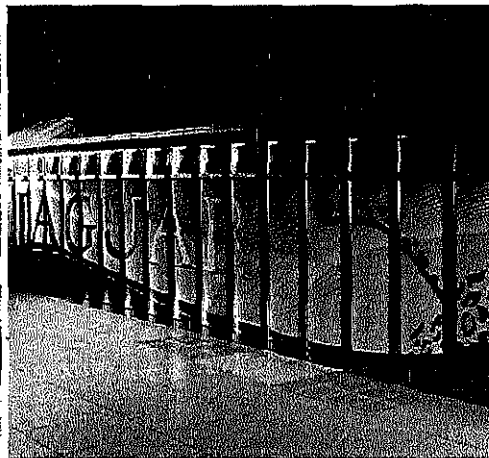
For more information, contact nlro-chair@nationallabs.org

Produced by the Department of Public Affairs, Lawrence Berkeley National Laboratory, Design: Creative Services Office
CS6 2009 / May 2012





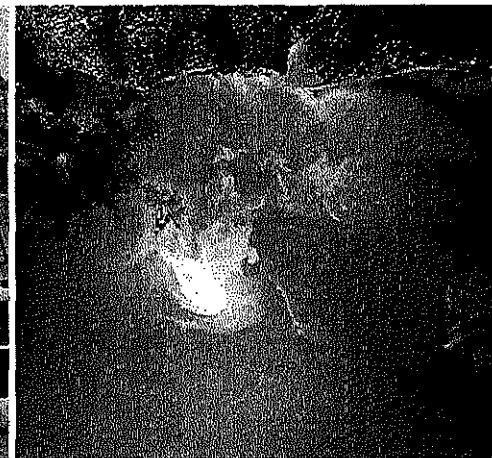
Teams of National Laboratory scientists are working to safely dispose of weapons-grade plutonium by disassembling and converting plutonium to plutonium oxide, part of a disposition agreement with Russia to reduce the amount of material capable of producing 17,000 nuclear weapons.



National Laboratory supercomputers, operating as a national resource for open scientific research, amass, analyze, visualize and manage vast amounts of data that underlie competitive advances in everything from understanding the fundamental properties of the universe to advanced nano-materials and fusion.



National Laboratory scientists collaborated with the automotive industry to increase the fuel efficiency of diesel truck engines by 25 percent, thanks to new insights into how catalysts work. The technology was commercialized in 2010 vehicles.



National Laboratory scientists from across the country offered technical advice and monitored the impacts on marine life of the 2010 oil spill in the Gulf of Mexico, demonstrating their problem-solving and data-analysis skills at a time of environmental crisis (NASA image courtesy MODIS Rapid Response Team).



National Laboratories solve important problems in fundamental science, energy, and national security.

They collaborate with academia and industry to develop and deploy scientific and technological solutions in support of National needs. Specifically, the National Laboratories:

- Conduct world-leading research in the physical, chemical, biological, and information sciences that advances our understanding of the world around us;
- Advance US energy independence and leadership in clean energy technologies to ensure that energy is abundant, clean, cheap, and reliable;
- Enhance our national security by ensuring the safety and reliability of our nuclear deterrent, helping prevent the proliferation of weapons of mass destruction, and securing our borders.

National Laboratories steward vital scientific and engineering capabilities that are essential to our nation's continued science and technology primacy in a rapidly changing world. These capabilities are used primarily to address long-term national problems, but also can be tapped to respond to technological surprises and near-term challenges, as evidenced by the labs' responses to the Gulf oil spill and 9/11. The core of the National Laboratories is a first-rate workforce of research scientists, engineers, and support personnel that is entrusted to serve the American people and is the envy of the world.

National Laboratories design, build, and operate unique scientific instrumentation and facilities that serve tens of thousands of scientists and engineers from academia and industry collaborating on solutions to pressing and complex problems. These facilities, which are found nowhere else in the world, support open scientific research as well as classified work. They continually advance the state of the art through the development, deployment, and use of next-generation tools and technologies. They enable fundamental scientific discoveries, ensure our national security, and assist industry (with new materials, improved manufacturing processes, and advanced product testing).

National Laboratories promote innovation that advances U.S. economic competitiveness and contributes to our future prosperity. They partner with others, especially industry, to integrate fundamental and applied pre-competitive research to the broad benefit of the economy. They contribute materially to US economic prosperity by making key scientific discoveries, demonstrating the utility of these discoveries in early prototypes, and working with industry to move these technologies in to the marketplace, thus creating high-paying jobs. The labs' prowess is evidenced by their disproportionately large number of R&D 100 Awards and proven track record in technology transfer and commercialization.



by
AMERICA'S
NATIONAL
LABS

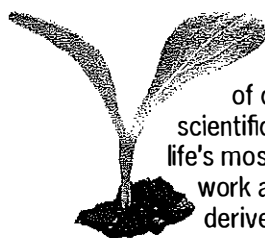


America's National Laboratory

system has been changing and improving the lives of millions for more than 80 years. Born at a time of great societal need, this network of Department of Energy Laboratories has now grown into 17 facilities, working together as engines of prosperity and invention. As this list of 50 Breakthroughs attests, National Laboratory discoveries have spawned industries, saved lives, generated new products, fired the imagination, and helped to reveal the secrets of the universe. Rooted in the need to be the best and bring the best, America's National Laboratories have put an American stamp on the past century of science. With equal ingenuity and tenacity, they are now engaged in winning the future.

At America's National Laboratories, we've:

Explained photosynthesis.



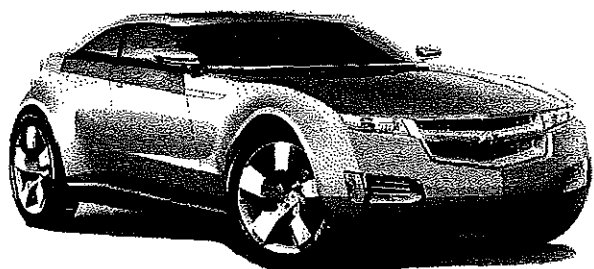
Ever wonder how plants turn sunlight into energy? A National Lab scientist determined the path of carbon through photosynthesis, a scientific milestone that illuminated one of life's most important processes. Today, this work allows scientists to explore how to derive sustainable energy sources from the sun.

Exposed explosives.

A credit-card-size detector developed by National Lab scientists can screen for more than 30 kinds of explosives in just minutes. The detector, called ELITE, requires no power and is widely used by the military, law enforcement and security personnel.

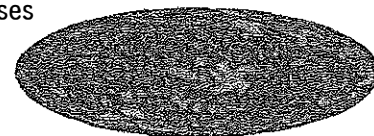
Put the jolt in Chevy's Volt.

The Chevrolet Volt would not be able to cruise on battery power were it not for the advanced cathode technology that emerged from a National Lab. The same technology is also sparking a revival of America's battery manufacturing industry.



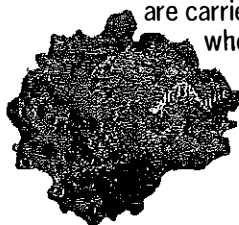
Confirmed the Big Bang, and discovered dark energy.

National Lab detectors aboard a NASA satellite revealed the birth of the galaxies in the echoes of the Big Bang. Dark energy—the mysterious something that makes up three-quarters of the universe and causes it to expand at an accelerating rate—was also discovered by National Lab cosmologists.



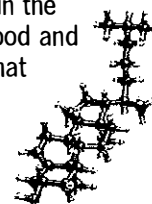
Found life's mystery messenger.

National Lab scientists discovered how genetic instructions are carried to the cell's protein-manufacturing center, where all of life's processes begin. Subsequent light-source research on the genetic courier, called messenger RNA, has revealed how the information is transcribed and how mistakes can cause cancer and birth defects.



Identified good and bad cholesterol.

The battle against heart disease received a boost in the 1960s when National Lab research unveiled the good and bad sides of cholesterol. Today, diagnostic tests that detect both types of cholesterol save lives.



Created the toughest ceramic.

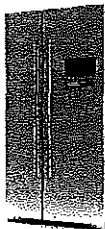
National Lab scientists mimicked the structure of mollusk shells to create what might well be the toughest ceramic ever produced. The material could lead to incredibly strong yet light composites that are perfect for energy and transportation applications.

Helped catch criminals.

To DNA testing, we can now add human antibody detection, a precise method of matching suspects to crime scenes. The technique, created by National Lab scientists, also foils would-be drug test cheaters.

Made refrigerators cool.

Next-generation refrigerators will likely put the freeze on harmful chemical coolants in favor of an environmentally friendly alloy, thanks to National Lab scientists.

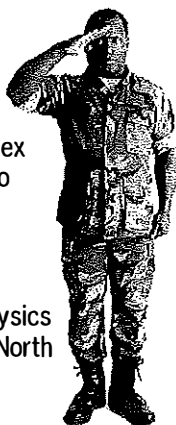


Brought safe water to millions.

Removing arsenic from drinking water is a global priority. A long-lasting particle engineered at a National Lab can now do exactly that, making contaminated water safe to drink. Another technology developed at a National Lab uses ultraviolet light to kill microbes that cause water-borne diseases such as dysentery. This process has reduced child mortality in the developing world.

Delivered troops safely.

National Laboratory researchers have developed computer models that effectively manage the complex logistical tasks of deploying troops and equipment to distant destinations.



Brought the Web to the U.S.

National Lab scientists, seeking to share particle physics information, were the first to install a web server in North America, kick-starting the development of the Web as we know it.

Mapped the universe—and the dark side of the moon.

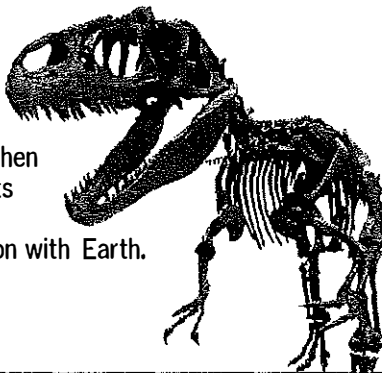
Credit for producing a 3D map of the sky, and 230 million celestial objects, goes to National Lab scientists, who also developed a camera that mapped the entire surface of the moon.

Found fuel in sewer slime.

National Lab scientists discovered how to use a catalyst to turn gooey residue in food-service grease traps into clean, high-quality biodiesel.

Unmasked a dinosaur killer.

Natural history's greatest whodunit was solved in 1980 when a team of National Lab scientists pinned the dinosaurs' abrupt extinction on an asteroid collision with Earth. Case closed.

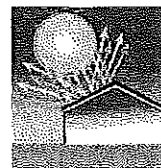


Fought pump friction.

Friction generated by industrial hydraulic pumps costs industry millions of dollars per year in energy bills. A National Lab developed a ceramic coating from an alloy of boron-aluminum-magnesium that reduces pump friction, decreases wear and tear, and may one day pump money back into business.

Pitted cool roofs against carbon dioxide.

National Lab researchers and policy experts have led the way in analyzing and implementing cool roofing materials that reflect sunlight, lower surface temperature, and slash cooling costs. Think globally: If all the world's roofs and pavement used cool materials, the reduction in carbon dioxide emissions would be equivalent to taking the world's 600 million cars off the road for 18 years.

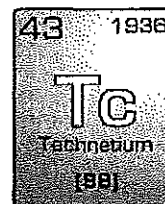


Toughened airplanes.

A National Lab and industry technique for strengthening metal by bombarding it with laser pulses has saved the aircraft industry hundreds of millions of dollars in engine and aircraft maintenance expenses.

Discovered 16 elements.

The periodic table would be smaller without the National Labs. Among the Labs' handiwork is an instrumental role in the discovery of technetium-99, which has revolutionized the field of medical imaging. Another discovery, americium, is widely used in smoke detectors.



Gotten the lead out.

Removing hazardous lead-based solders from the environment is now a reality thanks to a lead-free alloy of tin-silver-copper developed at a National Lab. The lead-free solder has been licensed by more than 60 companies worldwide.

Pioneered efficient power lines.

New kinds of power lines made from superconductors can carry electric current with no energy loss. Now deployed by National Lab scientists, these prototypes could usher in a new era of ultra-efficient power transmission.

Seen inside weapons.

National Lab technology that quickly identifies the chemical makeup of weapons has been used to verify treaties around the world.

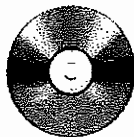
Restored ancient knowledge.

The works of famed ancient mathematician Archimedes—written over by medieval monks and lost for millennia—were revealed to modern eyes thanks to the X-ray vision and light-source technology found at a National Lab.



Put the digital in DVDs.

The optical digital recording technology behind music, video, and data storage originated at a National Lab nearly 40 years ago.



Reduced air conditioning costs.

Air conditioning is a huge energy drain. National Lab scientists invented an air conditioning process that uses up to 90% less energy than today's top-of-the-line units. Cooling down cheaply might one day be a breeze.

Levitated trains with magnets.



Say goodbye to traffic jams. National Lab scientists developed a technology that uses the attractive and repulsive forces of magnets to levitate and propel trains. Maglev trains now ferry commuters in Japan and China and will be operational in other countries soon.

Exposed the radon risk.

You can sleep easier thanks to National Lab research that quantified the health risk posed by radon gas in parts of the country. Subsequent EPA standards, coupled with radon detection and mitigation measures pioneered by National Lab scientists, prevent the naturally occurring gas from seeping into basements, saving thousands of lives every year.

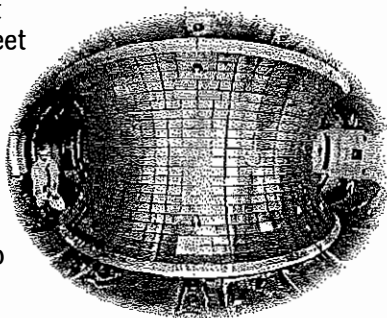
Squeezed fuel from microbes.

In a milestone that brings advanced biofuels one step closer to America's gas tanks, a collaboration led by scientists with the Department of Energy's Joint BioEnergy Institute developed a microbe that can produce fuel directly from biomass. The research team, which includes National Lab scientists, engineered a strain of *Escherichia coli* bacteria to secrete biodiesel fuel.



Shown that fusion is not fantasy.

From a fusion test reactor that produced enough power to meet the energy needs of 3,000 homes to the fusion-ignition potential of the world's largest and most energetic laser, fusion science is moving closer to commercial reality because of National Lab scientists.



Tamed hydrogen with nanoparticles.

To replace gasoline, hydrogen must be safely stored and easy to use, but this has proved elusive. National Lab researchers have now designed a new pliable material using nanoparticles that can rapidly absorb and release hydrogen without ill effects, a major step in making fuel-cell powered cars a commercial reality.

Made wind power mainstream.

Increasing wind-turbine efficiency with high-efficiency airfoils has reduced the cost of wind power by more than 80% over the past 30 years. Now deployed in wind farms nationwide, these turbines owe their existence to National Lab research.

Created a pocket-sized DNA sampler.

A tool developed by National Lab scientists that identifies the microbes in air, water, and soil samples is fast becoming a workhorse in public health, medical, and environmental cleanup projects. Only a few years old, the credit-card-size PhyloChip is already pinpointing the diseases that kill coral reefs, and cataloging airborne bacteria over U.S. cities. It was also used to quickly categorize the oil-eating bacteria in the deep water plumes of the Deepwater Horizon spill.



Revolutionized medical diagnostics.

From the original scintillation camera that detected gamma rays emitted by radioactive isotopes to today's cancer-detecting, compact nuclear-imaging devices and the magnets in MRI scanners—National Lab discoveries have revolutionized medicine and saved countless lives.

Redefined cancer therapy.

A proton accelerator that treats patients with advanced forms of cancer owes its existence to National Lab researchers, as does software that targets radiation treatments while sparing healthy tissue.

Fabricated the smallest machines.

The world's smallest synthetic motor, as well as radios, scales, and switches that are 100,000 times finer than a human hair, were engineered at a National Lab. These and other groundbreaking forays into nanotechnology could lead to life-saving pharmaceuticals and more powerful computers.



Improved airport security.

Weapons, explosives, plastic devices and other tools concealed by terrorists are easier to detect thanks to technology developed at a National Lab and now installed in airports worldwide.

Preserved the sounds of yesteryear.

National Lab scientists engineered a high-tech way to digitally reconstruct aging sound recordings that are too fragile to play, such as Edison wax cylinders from the late 1800s. Archivists estimate that many of the millions of recordings in the world's sound archives, including the U.S. Library of Congress, could benefit from the technology.



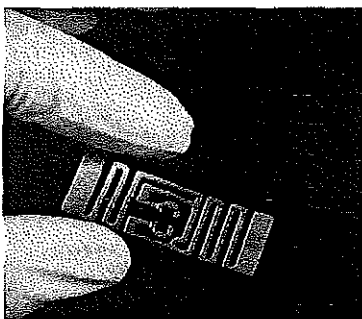
Turned an additive green.

Found in everyday products such as antifreeze, paints and plastics, propylene glycol can now be produced from biomass instead of petroleum. The cost-competitive and renewable alternative process originated at a National Lab and is now in commercial use.



Transformed inventory control.

From finding, identifying and determining the condition of supplies loaded on ships to evaluating the readiness of battlefield munitions, inventory control has been simplified thanks to advanced radio-frequency identification tagging techniques devised by National Lab engineers and scientists.



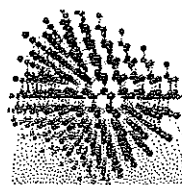
Solved a diesel dilemma.

A National Lab insight into how catalysts behave paved the way for a new, "lean-burn" diesel engine that met emissions standards and improved fuel efficiency by 25% over conventional engines.

Cemented a new material.

National Lab scientists have developed a novel and versatile material that blends properties of ceramic and concrete to form a nonporous product that can do everything from seal oil wells to insulate walls with extra fire protection. It even sets in cold weather.

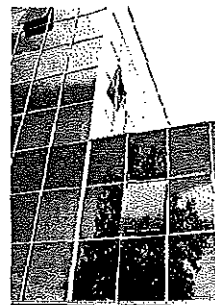
Channeled chips and hips.



Integrated circuits and artificial hips owe their success to a National Lab discovery that revealed how to change a material by injecting it with charged atoms, called ions. Ion channeling is now standard practice in industry and science.

Built a better building.

The Department of Energy has built one of the world's most energy-efficient office buildings. The facility, operating as a living laboratory at a National Lab site, uses 50% less energy than required by commercial codes and only consumes energy produced by renewable power on or near the building.



Engineered smart windows.

National Lab scientists have created highly insulated windows that change color to modulate interior temperatures and lighting. If broadly installed, they could save about 5% of the nation's total energy budget.

Changed the face of matter.

Protons and neutrons were once thought to be indivisible. Wrong. National Lab scientists discovered that protons and neutrons were made of even smaller parts, called quarks. Later experiments identified six kinds of quarks, changing our view of how the material world works.

Harvested energy from air.

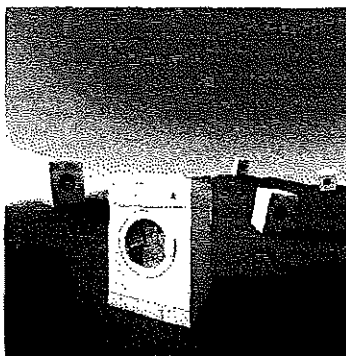
A miniature device—commercialized by private industry after a National Lab breakthrough—generates enough power from small temperature changes to power wireless sensors or radio-frequency transmitters at remote sites, such as dams, bridges and pipelines.

Simulated reality.

Trains, planes and cars and thousands of other objects are safer, stronger and better-designed thanks to computer simulation software first developed at a National Laboratory.

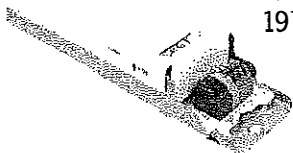
Gone grid friendly.

Regulating the energy use of household appliances, especially

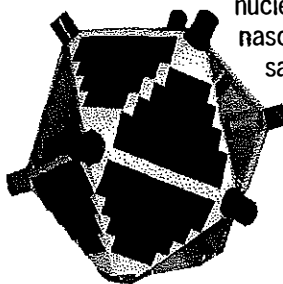


at peak times, could slash energy demand and avoid blackouts. A National Lab appliance-control device senses grid stress and responds instantly to turn off machines and reduce end-use demand, balancing the system so that the power stays on.

Given fluorescent lights their big break.
 Chances are you're reading this using energy-efficient fluorescent lighting, and chances are those lights use electronic ballasts, which control the current flowing through the light. The ballast was developed at a National Lab in the 1970s with help from the lighting industry.



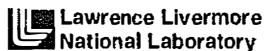
Put eyes in the sky.
 Vela satellites, first launched in 1963 to detect potential nuclear detonations, transformed the nascent U.S. space program. The satellites featured optical sensors and data processing, logic and power subsystems designed and created by National Labs.



AMERICA'S NATIONAL LABORATORIES



U.S. DEPARTMENT OF
ENERGY



For more information, contact sc.communications@science.doe.gov

Produced by the Department of Public Affairs, Lawrence Berkeley National Laboratory. Design: Creative Services Office

CSO_21134

**National Laboratory Directors Council
Executive Committee**
www.nationallabs.org • nldc-chair@nationallabs.org

Steven Ashby, Chair
Jill Hruby, Vice Chair
Grace Bochenek
Mike Witherell

December XX, 2016

Firstname Init. Lastname
Secretary of Energy Designate
U.S. Department of Energy
1000 Independence Avenue SW
Washington, DC

Dear Mr./Ms. Lastname:

Congratulations on your nomination to become the next U.S. Secretary of Energy. The National Laboratory Directors Council (NLDC), which is composed of the Directors of the DOE National Laboratories, stands ready to support you, President-elect Trump, and the new Administration in carrying out the critical missions of the Department of Energy.

The network of seventeen DOE National Laboratories is a powerhouse of scientific and engineering expertise that advances U.S. scientific preeminence and energy independence; ensures the safety, security, and reliability of the nation's nuclear deterrent; enhances economic competitiveness; prevents technological surprise; accelerates Cold War legacy waste cleanup; and provides technical assistance during emergencies. The Laboratories address national-level challenges and perform much of the federal government's research and development in these areas.

The NLDC itself is a forum through which DOE and Laboratory leadership communicate ideas, coordinate efforts, and turn priorities into action. The Council interacts regularly with the Secretary, Deputy Secretary, Under Secretaries, and other senior DOE leadership. The Department and NLDC have established a robust, productive working relationship committed to successfully and cost-effectively delivering on mission.

The National Laboratories provide much of the technical leadership supporting the Department's Quadrennial Energy Review, Quadrennial Technology Review, Stockpile Stewardship and Management Plan, and annual Big Ideas Summit. The Labs often participate with DOE in various Congressional engagements, including a series of Lab Days on the Hill. The Annual State of the DOE National Laboratories report for Congress provides a comprehensive description of the value of the network of laboratories and their many contributions across all DOE missions.

As with any large enterprise, there is an ongoing need for a technically qualified workforce to address future challenges at the national laboratories, in the federal sector, and in private industry. The NLDC has undertaken initiatives to sustain and build nuclear science and engineering competencies, for example, and to expand diversity in senior leadership. The NLDC also is engaged with the DOE Jobs Strategy Council to develop training opportunities and curricula for the energy sector workforce. The NLDC will continue these initiatives and take on new ones as needed to support Departmental priorities.

The National Laboratory Directors Council Executive Committee is elected by the members of the Council, which includes the Laboratory Directors from Ames, Argonne, Berkeley, Brookhaven, Fermi, Idaho, Jefferson, Lawrence Livermore, Los Alamos, National Energy Technology, National Renewable Energy, Oak Ridge, Pacific Northwest, Princeton Plasma Physics, Sandia, SLAC National Accelerator, and Savannah River National Laboratories.

Looking forward, the NLDC has identified several priorities for 2017. These will be updated, of course, as we learn more about your and President-elect Trump's priorities for DOE:

- Conducting world-leading science in DOE's mission areas, especially in the physical and computational sciences.
- Enhancing national security, with an emphasis on stockpile stewardship, nuclear security and nonproliferation, and cybersecurity.
- Advancing energy independence by developing domestic fossil, nuclear, and renewable energy sources, as well as improving energy efficiency and modernizing the electric grid.
- Furthering National critical infrastructure resilience and emergency response capabilities.
- Participating in public-private partnerships that accelerate innovation and create new job opportunities for Americans.
- Addressing critical laboratory infrastructure needs, including new facilities and major items of equipment.
- Engaging senior DOE leadership to define and implement its programs and priorities.

In addition, the NLDC takes interest in supporting DOE in its engagement with Congress on topics that directly affect the health and effectiveness of the National Laboratories, including developing our future workforce, improving operational efficiency, and eliminating burdensome practices.

We look forward to establishing a partnership with you and the Department's senior leadership team and are prepared to meet with you, at your convenience, to discuss your priorities for the Department.

Sincerely,

Dr. Steven F. Ashby, Chair
Director, Pacific Northwest National Laboratory

Ms. Jill M. Hruby, Vice-Chair
Director, Sandia National Laboratories

Dr. Grace M. Bochenek
Director, National Energy Technology Laboratory

Dr. Mike Witherell
Director, Lawrence Berkeley National Laboratory

Yanos, Brian (CONTR)

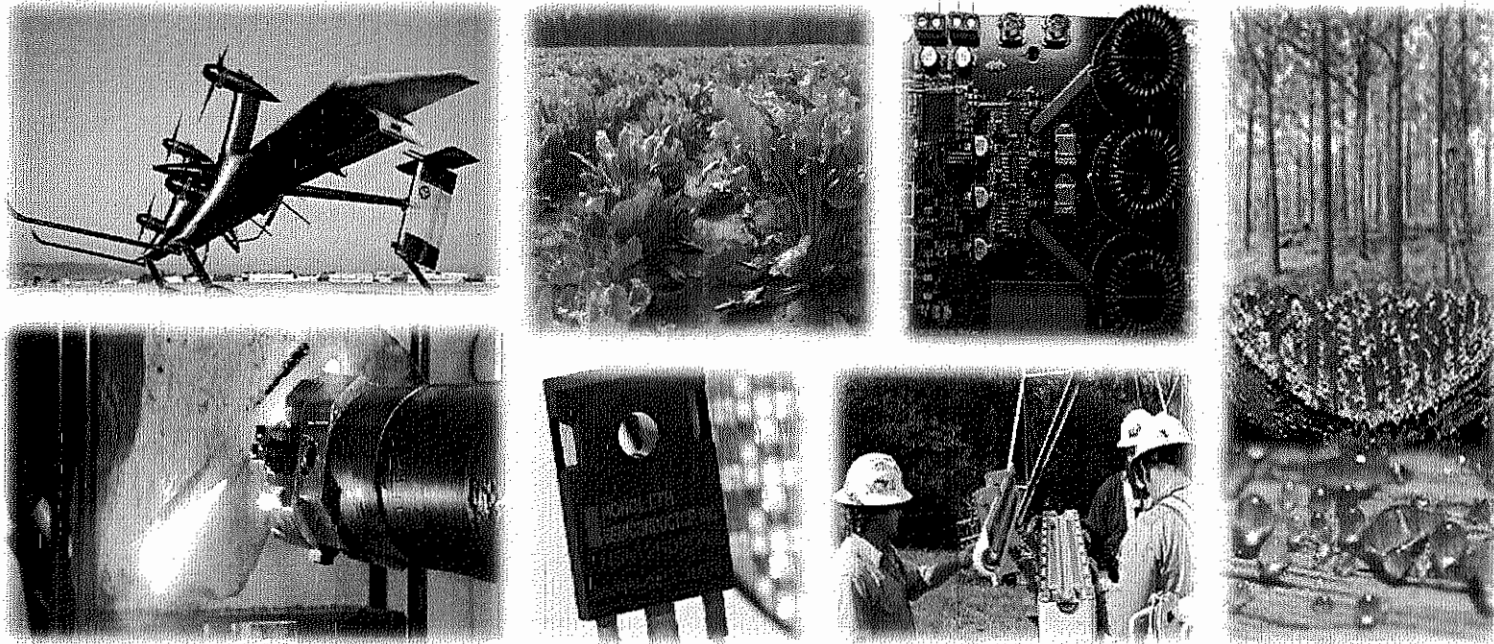
From: Collaso-Talbert, Judith
Sent: Wednesday, December 14, 2016 9:28 AM
To: Thomas Pyle;(b) (6)
Subject: ARPA-E Briefing November 2016_AR Template.pptx

Here are the slides for the 9:30 meeting!! Hope this helps!

Judy



ARPA-E Briefing
November 2016...



Advanced Research Projects Agency – Energy (ARPA-E)

Dr. Eric A. Rohlifing
Deputy Director for Technology

<http://www.arpa-e.energy.gov/>

Organization Profile

- **Staffing:**

- Currently 51 FTEs

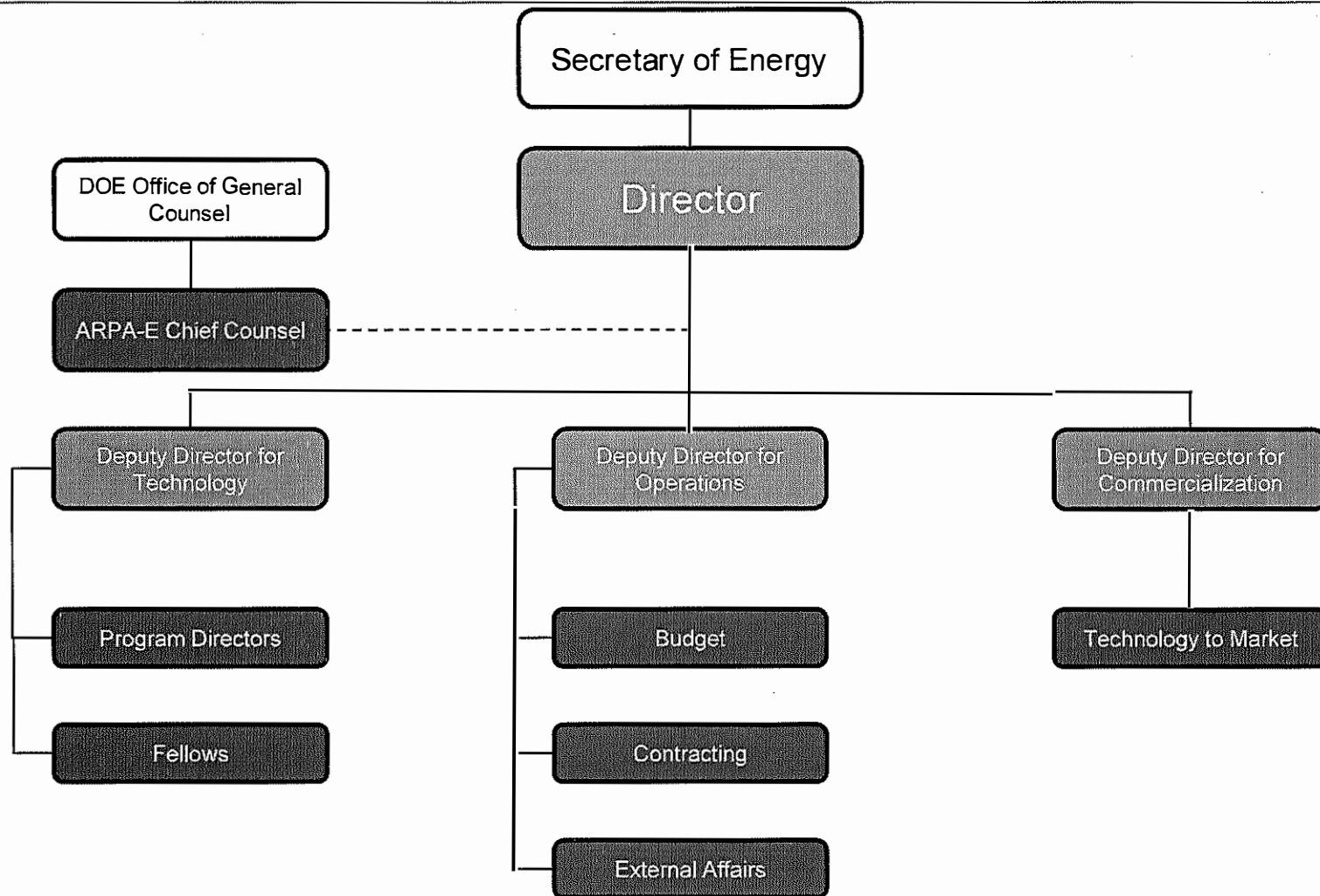
- **Location:**

- 950 L'Enfant Plaza, Washington, DC

- **Budget:**

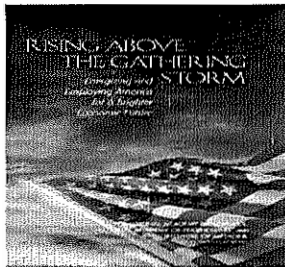
- FY16: \$291,000,000
- FY15: \$279,000,000

Organization Chart

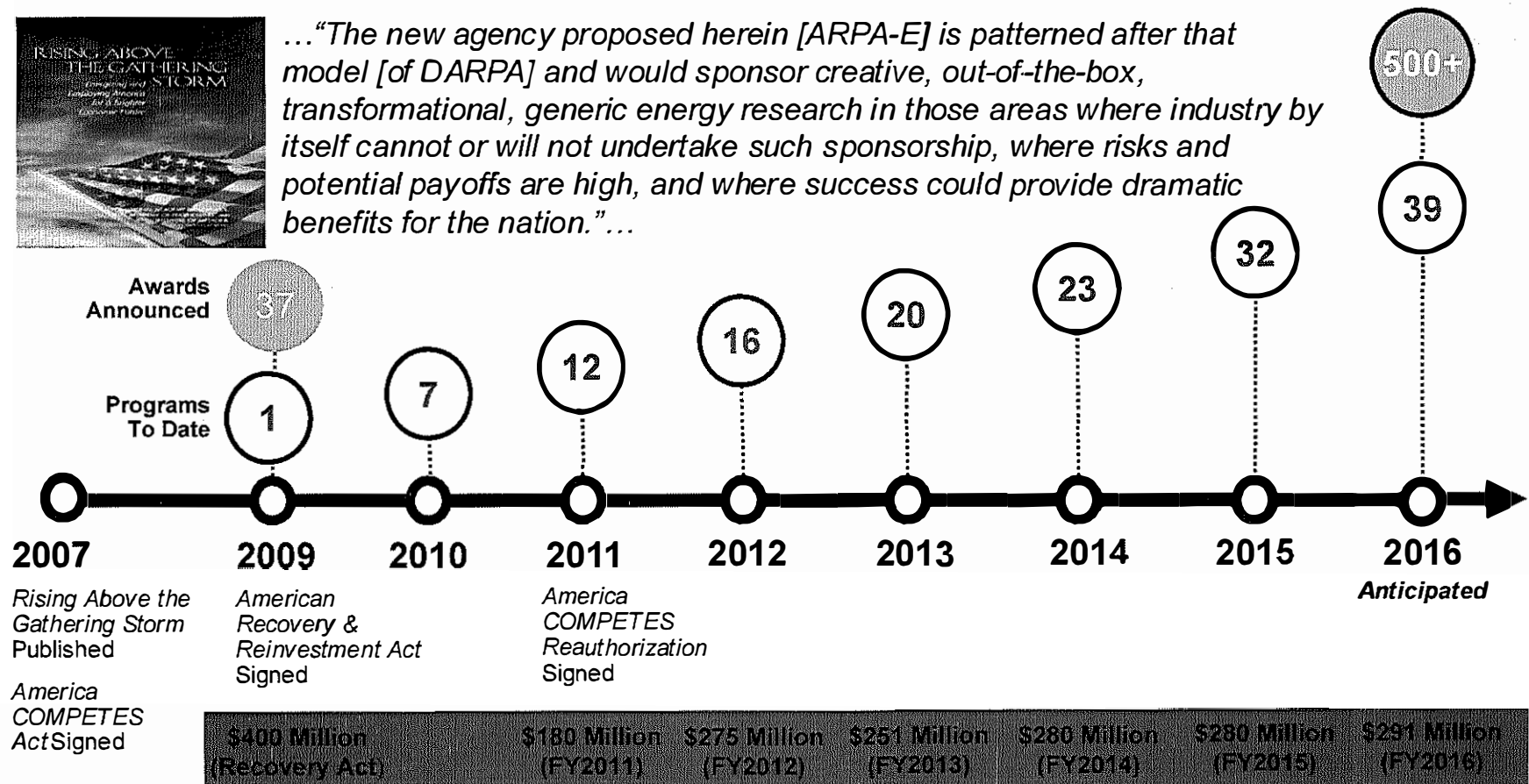


ARPA-E's History

In 2007, The National Academies recommended Congress establish an Advanced Research Projects Agency within the U.S. Department of Energy



...“The new agency proposed herein [ARPA-E] is patterned after that model [of DARPA] and would sponsor creative, out-of-the-box, transformational, generic energy research in those areas where industry by itself cannot or will not undertake such sponsorship, where risks and potential payoffs are high, and where success could provide dramatic benefits for the nation.”...

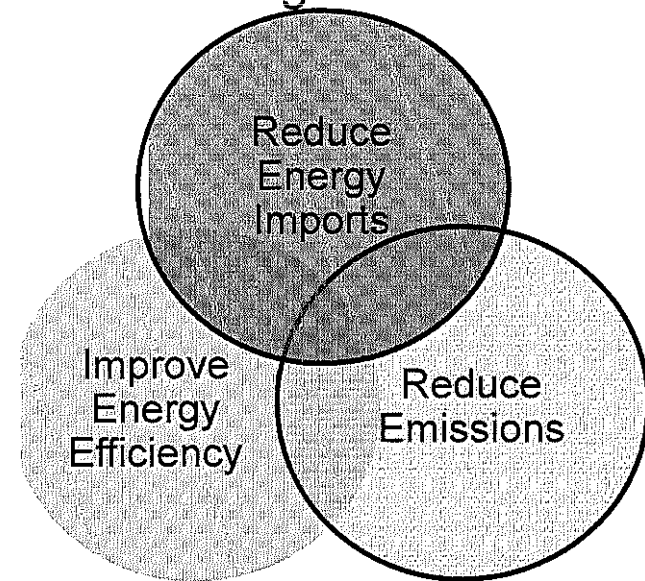


Major Programmatic Responsibilities

Mission: To overcome long-term and high-risk technological barriers in the development of energy technologies

Goals: Ensure America's

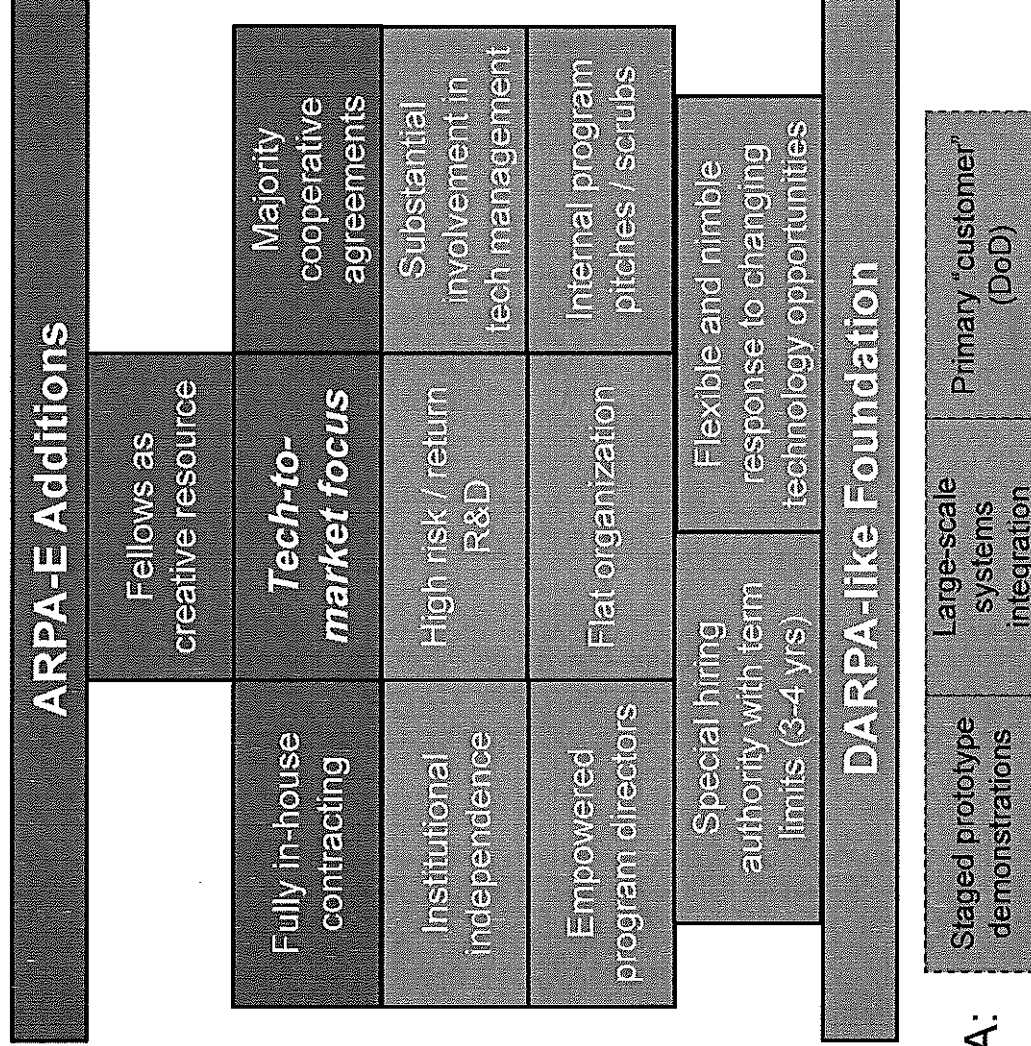
- Economic Security
- Energy Security
- Technological Lead in Advanced Energy Technologies



Means:

- Identify and promote revolutionary advances in fundamental and applied sciences
- Translate scientific discoveries and cutting-edge inventions into technological innovations
- Accelerate transformational technological advances in areas that industry by itself is not likely to undertake because of technical and financial uncertainty

Built on DARPA foundation, but with key differences...



Unique to DARPA:

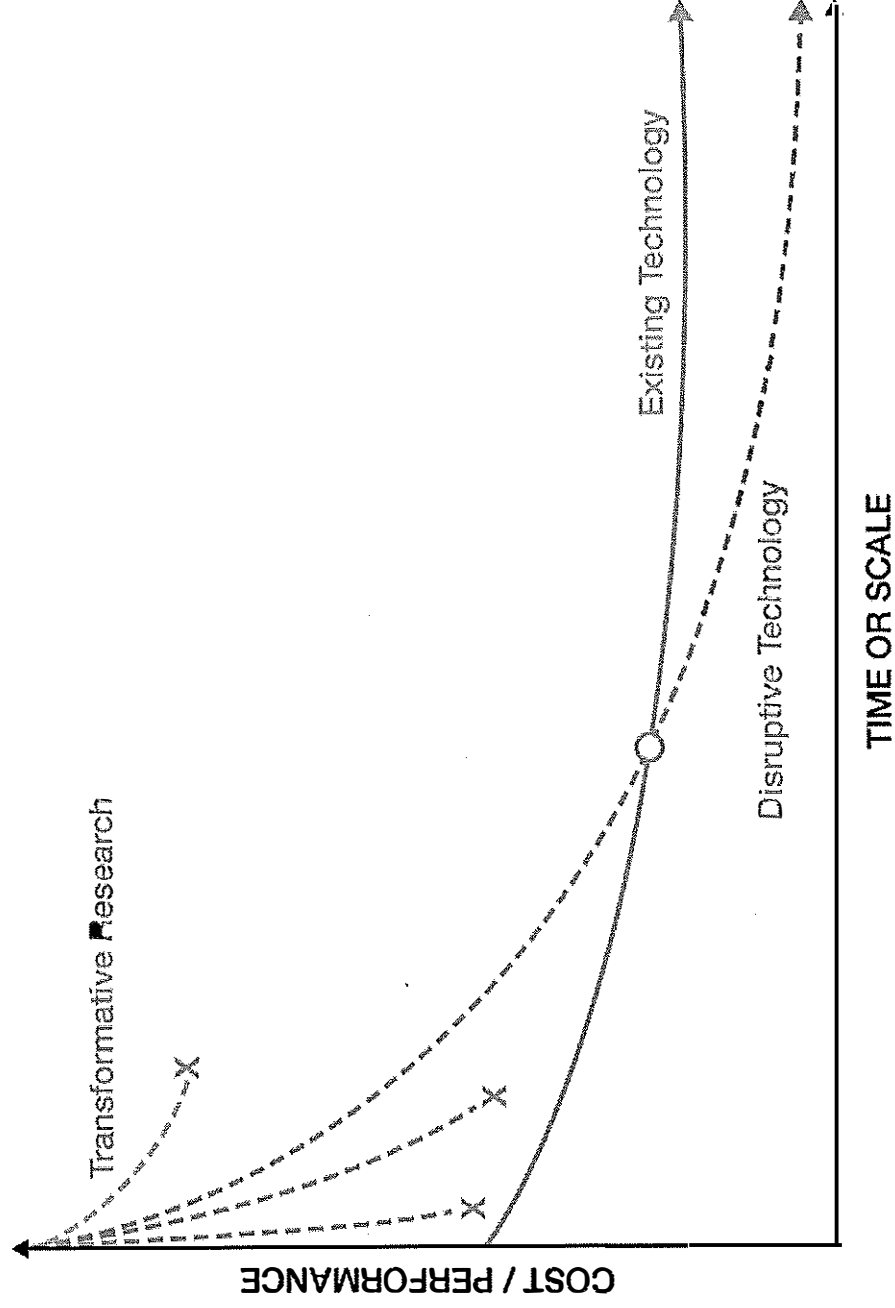
The ARPA-E Model

- ▶ ARPA-E creates world-leading energy technologies.
- ▶ Over the first 7 years, the agency has developed a wide range of cutting edge technology programs, covering all aspects of energy, with an emphasis on economic impact through commercial adoption through its unique technology-to-market program.
- ▶ ARPA-E is nimble and flexible, using direct hiring authority of term-limited technical staff to aggressively pursue new opportunities in energy technology that get ahead of shifting market forces and policy/regulatory environments.

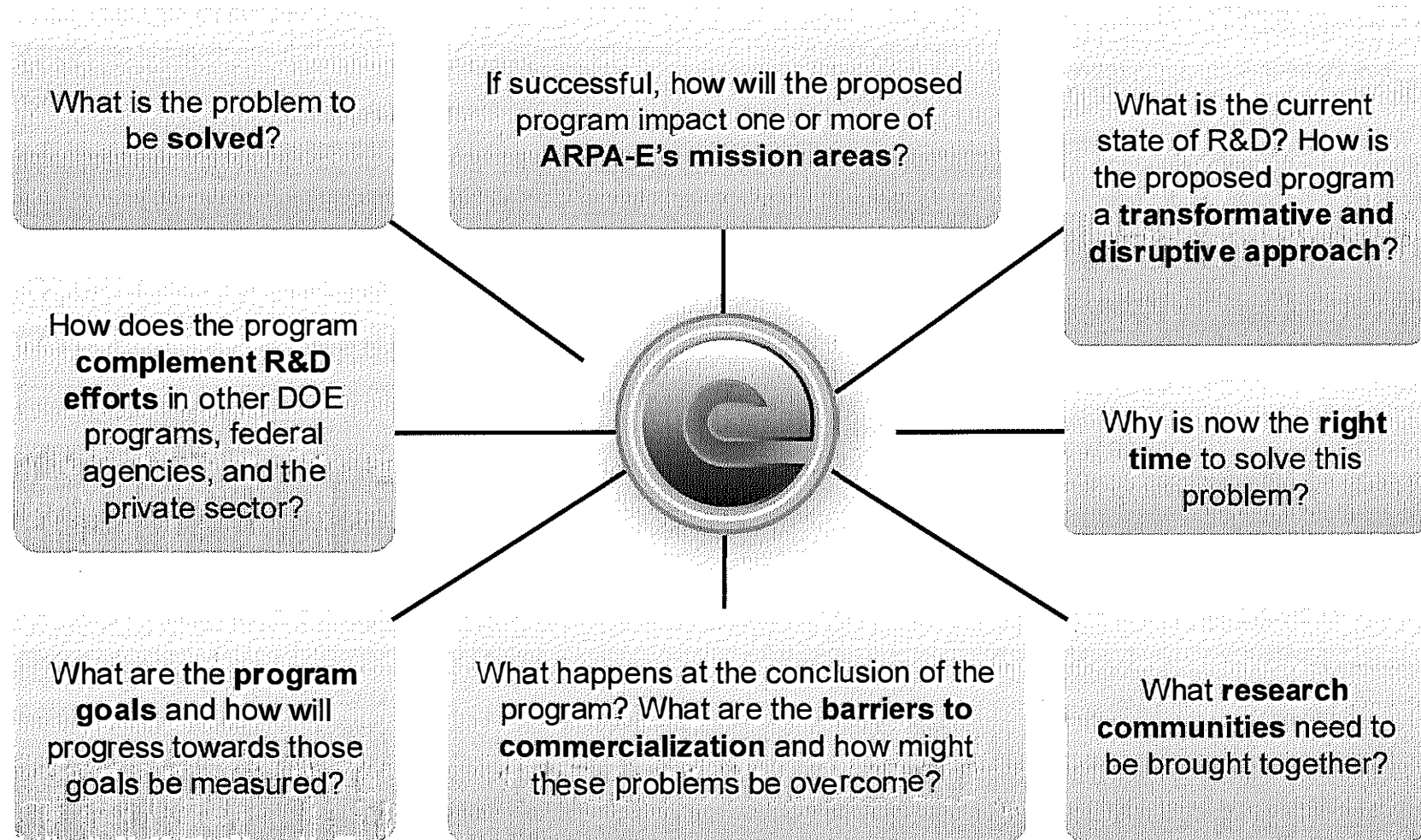
Some areas of emphasis

- ▶ In energy security: programs developing innovative new technologies to make the future electric grid flexible, resilient and reliable (power flow control hardware and software, storage).
- ▶ In energy and economic security: a program to make the primary production of lightweight metals in the U.S. more energy efficient and recover embedded energy through improved domestic metal recycling.
- ▶ In energy efficiency: development of a wide range of technologies that enable efficient use of our energy resources with no reduction in quality of service to the end user (buildings, heating/cooling, power electronics).

Creating New Learning Curves



ARPA-E Program Framing Questions



If it works...
will it matter?

ARPA-E Program Types

OPEN programs support the development of potentially disruptive new technologies across the full spectrum of energy applications.

- Complement focused programs
- Support innovative “one off” projects
- Provide a “snapshot” of energy R&D

OPEN Solicitations

Focused programs prioritize R&D topics by their potential to make a significant difference in ARPA-E’s mission space.

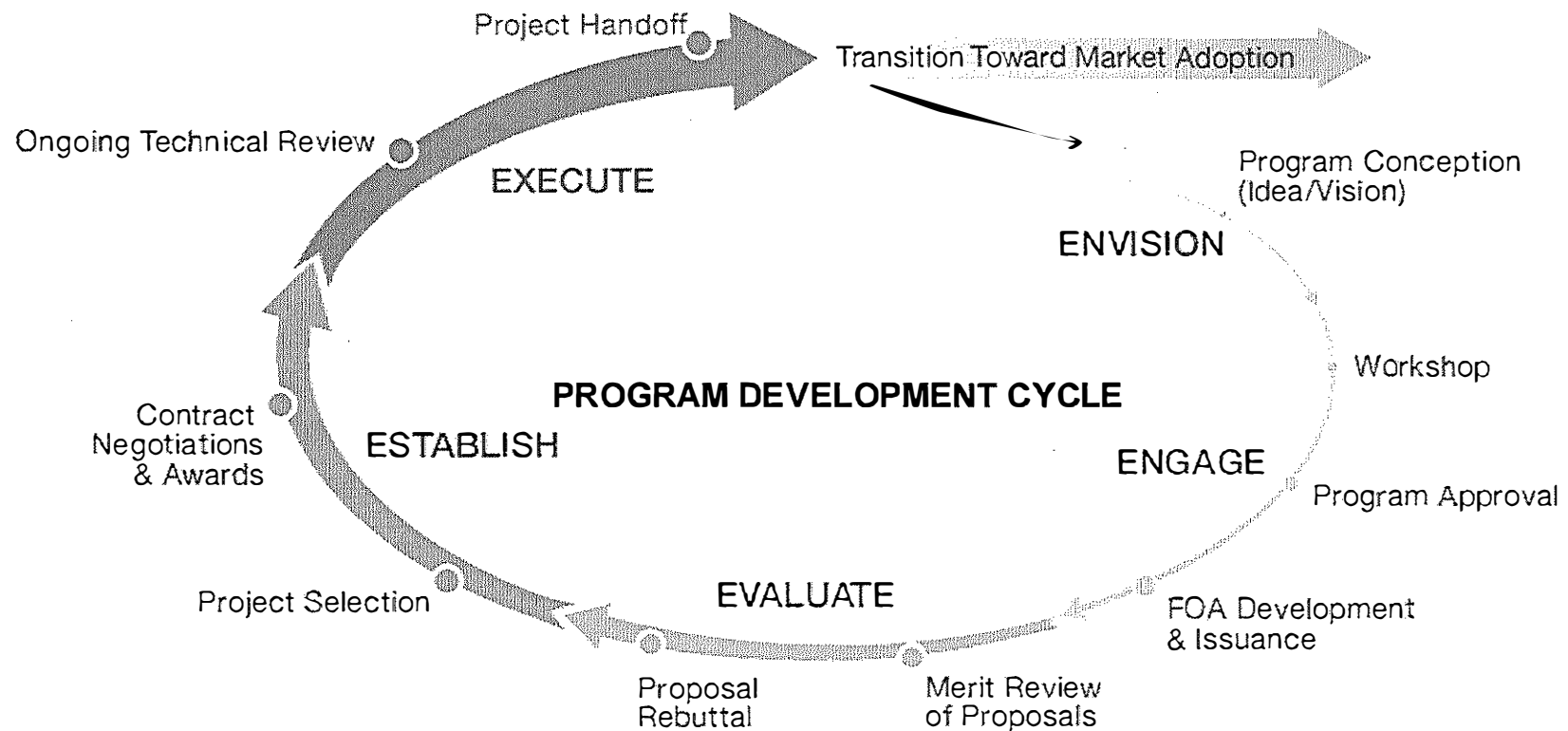
- Size of the potential impact
- Technical opportunities for transformation
- Portfolio of projects with different approaches

Focused Solicitations

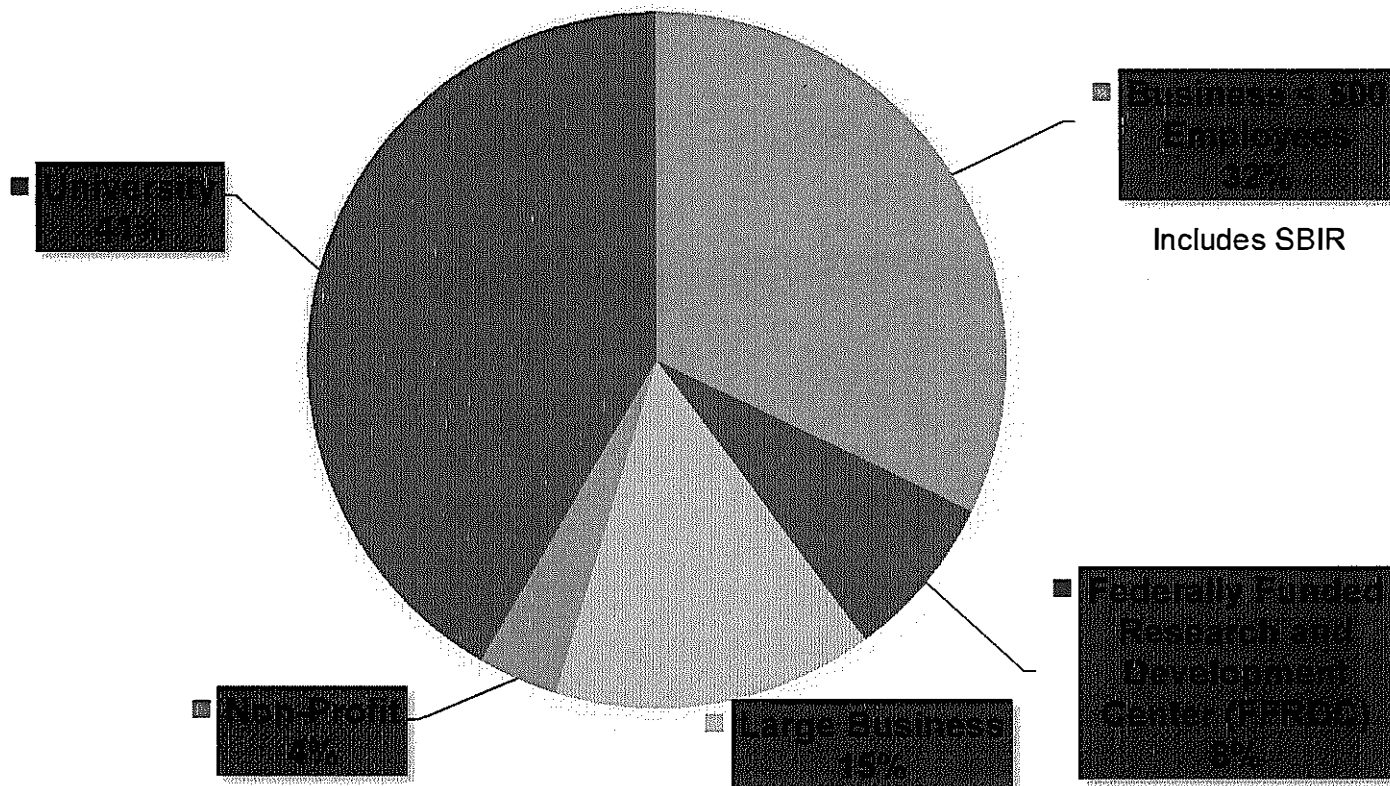
Developing ARPA-E Technology Programs



ARPA-E Program Directors



ARPA-E Project Portfolio by Lead Organization



ARPA-E supports multi-institutional teams with substantial involvement from the private sector:

74% of projects involve more than one institution

79% of projects include the private sector, as leads or partners

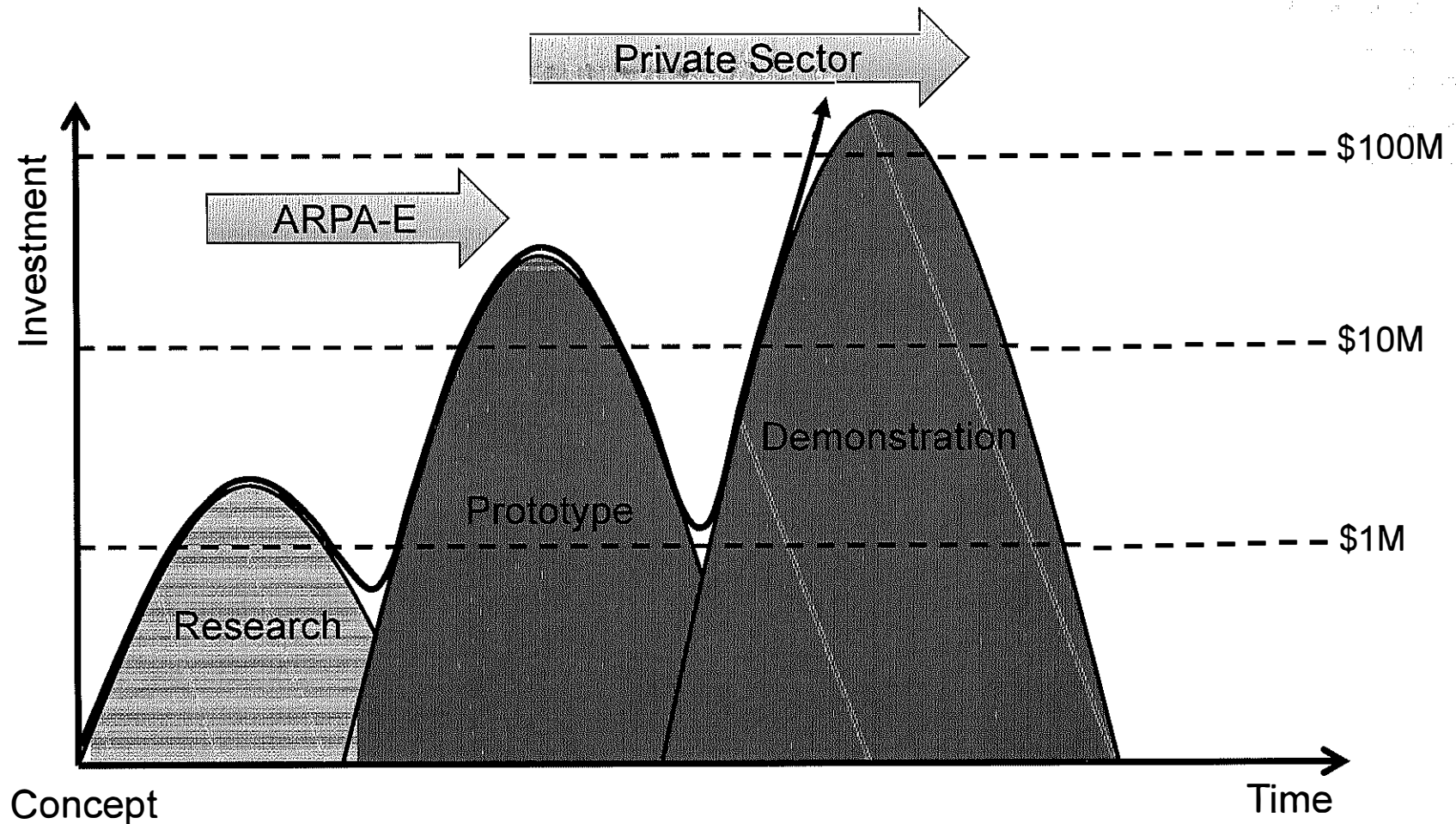
ARPA-E Uses Active Project Management

Attributes of an ARPA-E Project	How Active Project Management Increases Chance of Success
Aggressive technical goals	Logical quarterly milestones provide motivation and an objective measurement of technical progress; technical expertise at ARPA-E assesses viability of proposed alternative paths
Accelerated schedule	Frequent contact (site visits & conference calls) identifies problems at an early stage

The Program Directors and T2M advisors:

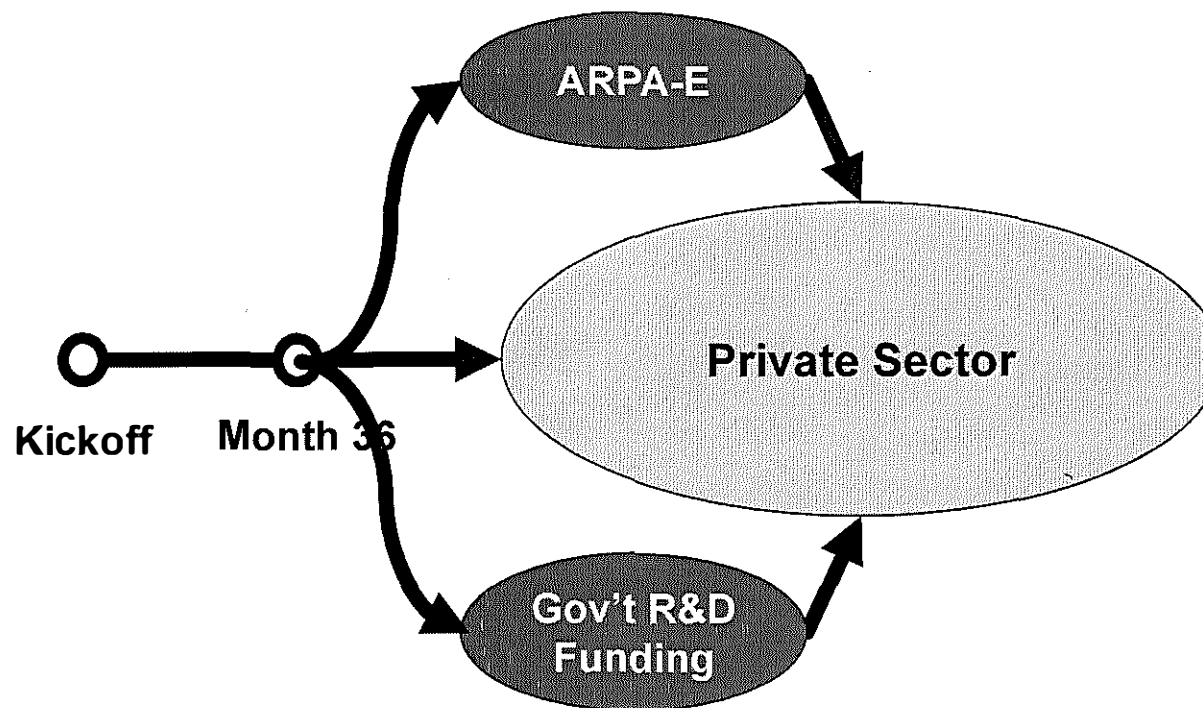
- Are active advisors in projects;
- Evaluate performance from a technical, cost, and schedule perspective;
- Help solve technical problems by bringing the best resource to bear on the problem;
- When projects fail to meet technical milestones, work collaboratively with performers to rectify shortfalls;
- Recommend termination for a project that cannot be salvaged; and
- Recommend projects for additional funding and extended periods of performance.

Energy Technology “Mountains of Opportunity”



Technology to Market (T2M)

- What happens at the end of an ARPA-E project?



Why month 37 matters so much

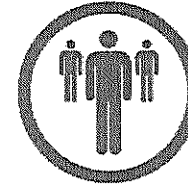
- **Return on the public dollar** – publishing is great, but we're here to move a market
- **Team Momentum** – Teams have clear view on what's required next
- **Thought leadership** – Validate that we've hit upon an idea that really matters

T2M Approach



Scope

Support creation of highly innovative, commercially-relevant programs



Manage

Manage project teams' T2M efforts through T2M plans and jointly developed milestones



Advise

Support project teams with skills & knowledge to align technology with market needs



Finance

Engage third-party financiers to support continuity of technology development towards the market

Measuring ARPA-E's Success

Since 2009 ARPA-E has invested approximately \$1.3 billion across over 500 projects, through 32 focused programs and 3 open funding solicitations.

For all alumni and current projects:

- Follow-on Funding
 - 45 projects have attracted more than \$1.25 billion from the private sector
- Partnerships with other government agencies
 - 60 government projects
- New company formation
 - 36 new companies formed



People Power the Agency Model



- ▶ **Program Director**
- Attracting the best and brightest to technical positions
- (Program Directors, T2M Advisors, and Fellows) through
 - Program development
 - direct hiring authority
 - direct project management
- ▶ Self-contained contracting, budget, and legal operations to
- Thought leadership
- maximize efficiency
- Explore new technical areas

Leadership Challenges

1. Build on best practices for continued Agency improvement and mission delivery

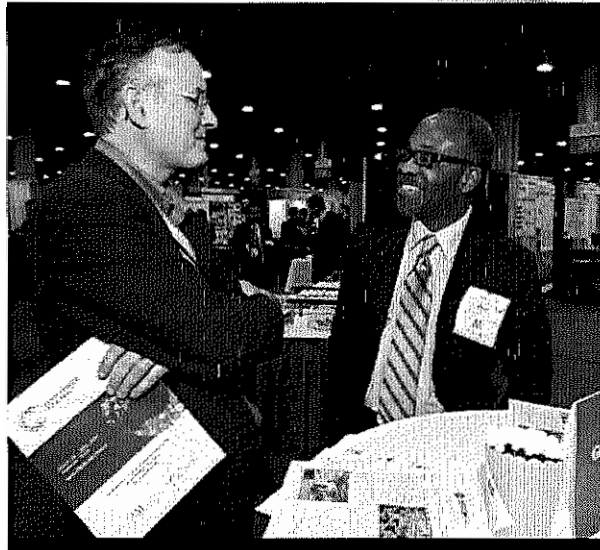
2. Establish logical pathways for potential Agency growth

3. Sustain innovative, dynamic operational model

Upcoming Critical Events

Event	Description	Important Dates
National Academy of Sciences Review of ARPA-E	A formal review of the agency mandated by the authorizing statute to be conducted after six years of operation. The review is being conducted by an <i>ad hoc</i> committee that is charged with evaluating the progress ARPA-E has made toward its goals. Review initiated in May, 2015; report now under NAS review.	Report anticipated in early 2017
2017 ARPA-E Energy Innovation Summit	The Summit brings together thought leaders from academia, business, and government for a three-day program aimed at moving transformational energy technologies out of the lab and into the market.	February 27 – March 1, 2017

arpa·e energy innovation summit



**Unparalleled
Networking**



**Highly Selective
Technology Showcase**



Inspiring Keynotes

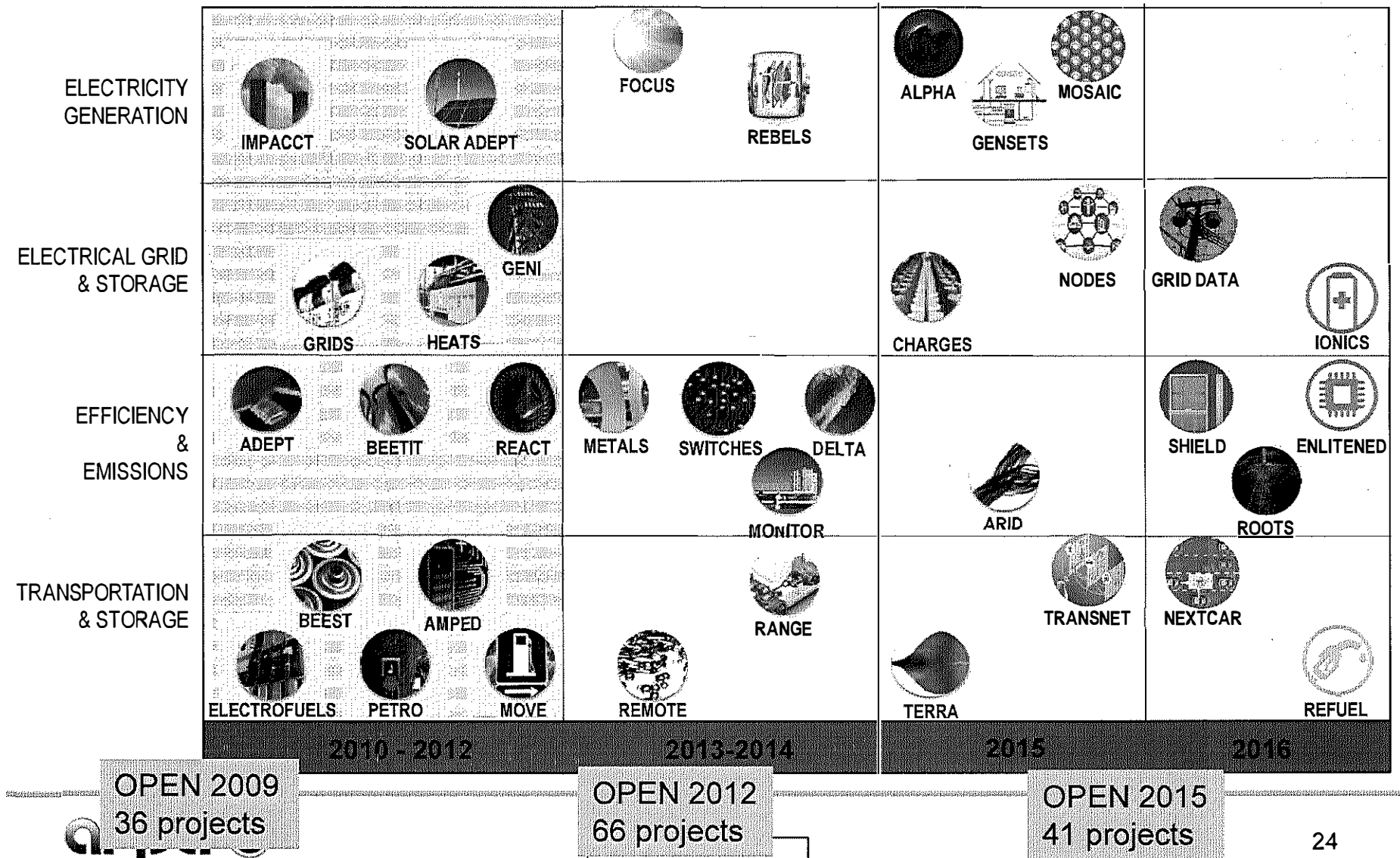
www.arpae-summit.com

Feb. 27 - Mar. 1, 2017 | Washington, DC

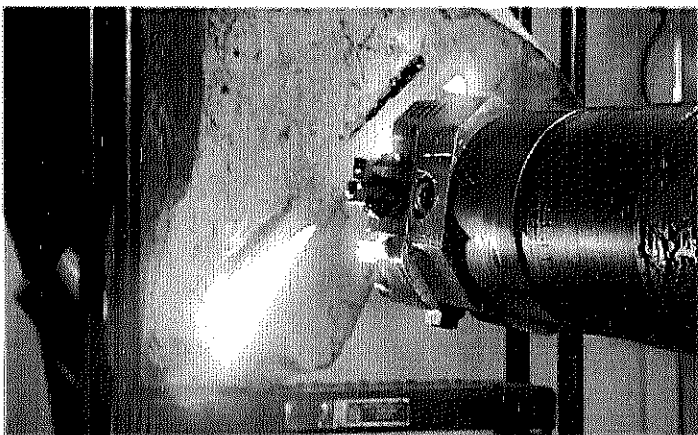
Summary

- ▶ In 7 years, ARPA-E has become an enabler for innovation in energy technology and has supported the development of a wide range of cutting edge technology programs, covering all aspects of energy, with an emphasis on economic impact.
- ▶ All early indicators of agency success are positive, including projects attracting more than \$1.25 billion in private sector funding.
- ▶ ARPA-E performers are a strong community of US energy entrepreneurs, and the annual Energy Innovation Summit showcases these ARPA-E technologies and performers.

ARPA-E Program and Project Examples



Project Spotlight: Foro Energy



Foro's Hybrid Laser-Mechanical Drill

Program	OPEN 2009
Technology	Innovative Drilling Technology
Location	Littleton, CO

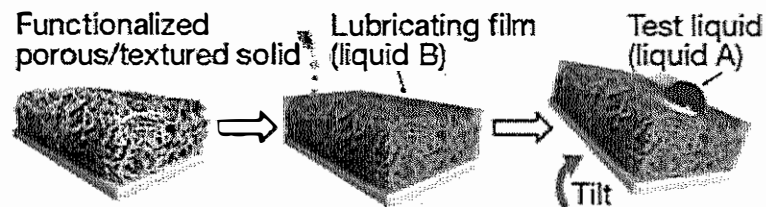
Summary

- › Foro Energy has developed the first hybrid laser-mechanical drill assembly capable of drilling through hard rock at depth for applications in geothermal energy and oil/gas

Highlights

- › The team overcame significant technical challenges in laser transmission technology, including hardened optics, low-loss rotating optical connectors and fiber optics
- › Foro has grown with significant follow-on investment from the private sector and the first commercial application will be in sealing and decommissioning oil and gas wells

Project Spotlight: Harvard University/SLIPS Technologies



Schematic illustration of the formation of bio inspired low-friction coatings

Program	OPEN 2012
Program Director	Dr. Joseph King
Technology	Low cost coatings
Location	Cambridge, MA

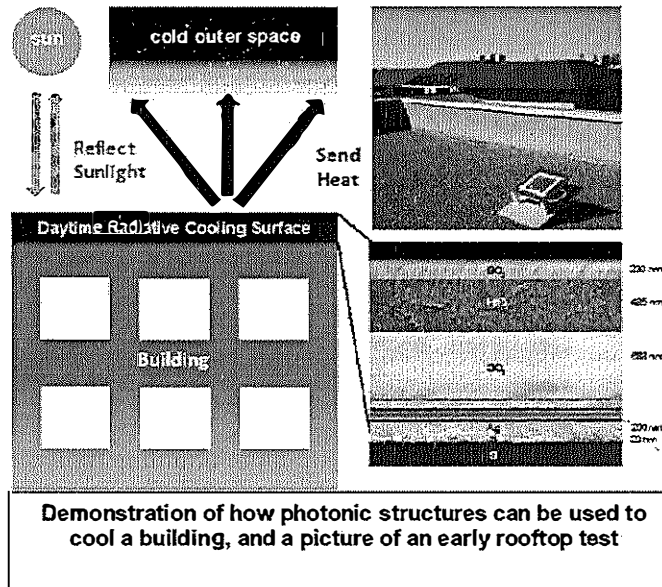
Summary

- The Harvard team has developed a coating technology that reduces friction in a variety of applications, helping reduce energy loss

Highlights

- The team developed the coating by creating a surface layer that is porous at the nanometer scale, and then filled the pores with a low-friction fluid
- The team formed a new company, SLIPS Technologies Inc., launched in October 2014 that is funded by venture capital financing
- Initial commercial applications include anti-frost refrigerant coils and anti-fouling coatings for shipping

Project Spotlight: Stanford University/SkyCool Systems



Program	OPEN 2012
Program Director	Dr. Chris Atkinson
Technology	Photonic Structures for Daytime Radiative Cooling
Location	Stanford, CA

Summary

- Stanford University has developed and demonstrated a prototype panel of novel cooling material that radiates heat away from structures and sends it directly into space

Highlights

- The Stanford team developed a multi-layered coating capable of reflecting nearly all the sunlight across the solar spectrum and emitting energy in the mid-infrared frequency range
- The team is now scaling its technology to cool water for use in conventional air conditioners and for direct use in the chilled water loops of office buildings, shopping centers, and warehouses
- SkyCool Technologies was created to further develop this technology for commercial applications

METALS

Modern Electro/Thermochemical Advances in Light Metals Systems

Mission

Develop innovative technologies for cost-effective processing and recycling of Aluminum, Magnesium and Titanium for lightweight vehicle materials.

Program Director	Multiple
Year	2013
Projects	18
Total Investment	\$32 Million

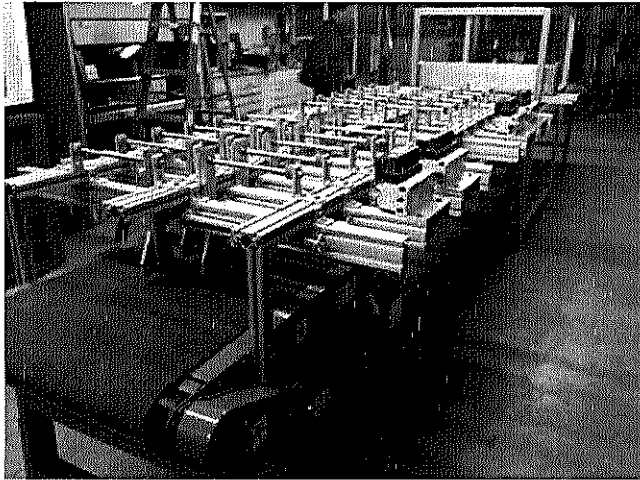
Goals

- Reducing cost and energy of production of Al, Mg, and Ti that are increasingly used in vehicles and aircraft to improve fuel efficiency
- Utilize domestically available ores
- Recover embedded energy and economic value of scrap metals by enabling domestic recycling

Highlights

- **University of Utah**
Developing new process for conversion of titanium ore (oxides) directly to Ti metal. Offers high-yield, low-cost feedstock for additive manufacturing in near term, and will reduce energy input and cost of Ti by 50% at scale
- **UHV Technologies**
Developing a low cost high throughput scrap metal sorter that can separate Zn/Cu/Pb from aluminum at 60-80% accuracy

Project Spotlight: UHV Technologies



The UHV pilot scale aluminum alloy sorting system

Program	METALS
Technology	Scrap Metal Sorter
Location	Lexington, KY

Summary

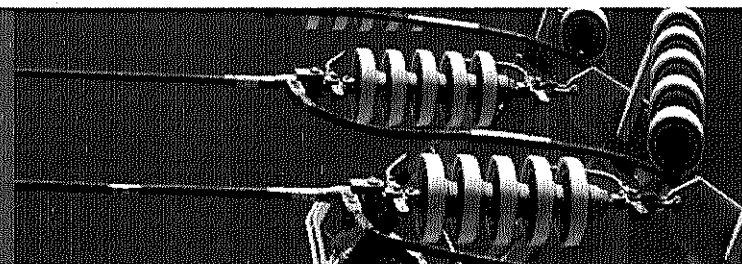
- ▶ To develop their metal alloy sorter, UHV first created a linear X-ray tube that uniformly illuminates the entire width of a conveyor belt while reducing tube power requirements by 10, cutting costs and enhancing reliability and lifetime
- ▶ UHV team developed novel software to match each piece of metal passing underneath the X-ray system with a fluorescence fingerprint

Highlights

- ▶ In May 2016, UHV installed its first test sorting line with a potential throughput of 40 million pounds per year at industrial partner OmniSource's scrap processing yard

GENI

Green Electricity Network Integration



Mission

Modernize the way electricity is transmitted in the U.S. through advances in hardware and software that provide greater control over power flows.

Program Director	Dr. Tim Heidel
Year	2011
Projects	15
Total Investment	\$39 Million

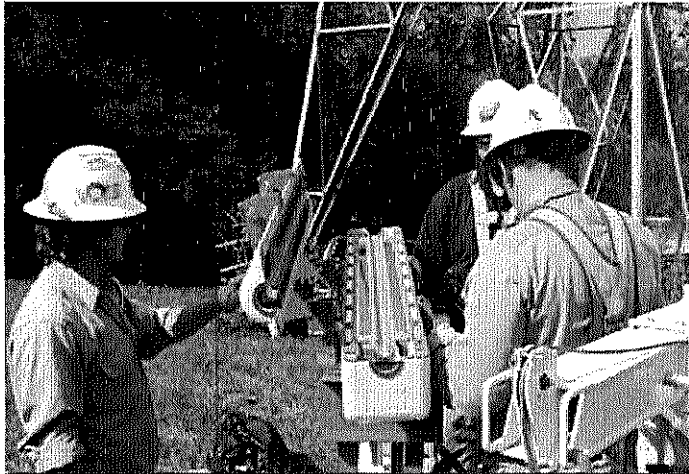
Goals

- Enable 40% intermittent non-dispatchable generation penetration
- Facilitate implementation of “real-time” electricity markets
- >10x reduction in power flow control hardware (target < \$0.04/W)
- >4x reduction in HVDC terminal/line cost relative to state-of-the-art

Highlights

- AutoGrid
 - Utilizing cloud computing and advances in forecasting and optimization to enable fast highly dispatchable and distributed demand response
- Varentec
 - Developing compact, low-cost transmission power flow controllers with fractional power rating (substantial cost reductions over state of the art)
 - Enabling greater use of grid assets

Project Spotlight: Smart Wires



TVA personnel reviews installation procedures before installing the PowerLine Guardian™ on the line

Program	GENI
Program Director	Dr. Tim Heidel
Technology	Distributed Power Flow Control
Location	Oakland, CA

Summary

- Smart Wires developed a solution for controlling power flow within the electric grid based on a Distributed Series Reactance (DSR) device, now called the PowerLine Guardian™

Highlights

- Under ARPA-E funding, Smart Wires was able to move from prototype to a field-ready unit in under a year
- After successful lab testing, Smart Wires deployed 100 units on a 161 kV transmission line
- Since the project began, Smart Wires has raised roughly \$60M in three rounds of private sector funding

SWITCHES

Strategies for Wide Bandgap, Inexpensive Transistors for Controlling High-Efficiency Systems

Mission

Develop advanced wide bandgap (WBG) semiconductor materials, device architectures, and fabrication processes for a range of power electronics applications.

Program Director	Dr. Isik Kizilyalli
Year	2013
Projects	14
Total Investment	\$27 Million

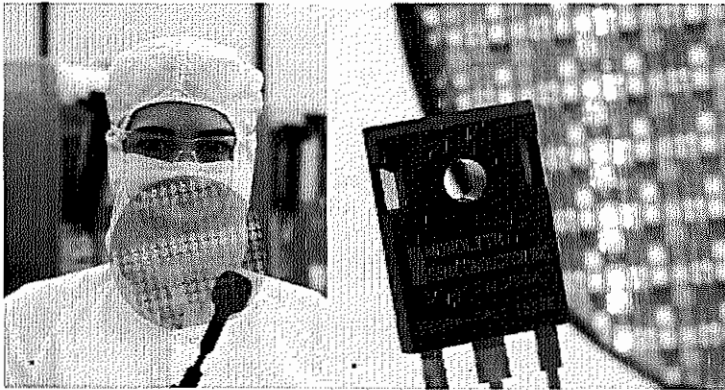
Goals

- Enable the development of high voltage (1200V+), high current (100A) single die power semiconductor devices that would have the potential to reach functional cost parity with silicon power transistors
- Enable breakthrough relative circuit performance (low losses, high switching frequencies, and high temperature operation)
- Reduce the barriers to widespread deployment of low-loss WBG power semiconductor devices in stationary and transportation energy applications

Highlights

- **Soraa**
Built and scaled a growth chamber capable of fabricating GaN wafers at least two inches in diameter. Using its growth method, Soraa has been able to fabricate GaN wafers to produce LEDs at a higher density without a significant decrease in efficiency.

Project Spotlight: Monolith Semiconductor



Summary

- › Monolith partnered with X-Fab Texas, a silicon semiconductor manufacturing company, to develop the processes and manufacturing innovations required to fabricate cost-competitive SiC devices

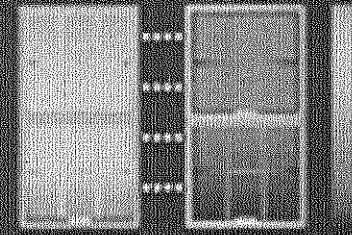
Highlights

- › Monolith dramatically reduced the overhead expenses for manufacturing SiC devices
- › Monolith formed a strategic partnership with Littlefuse, Inc. for commercial applications
- › The resulting SiC device and manufacturing model attracted investment from the Army Research Laboratory

Program	SWITCHES
Program Director	Dr. Isik Kizilyalli
Technology	Wide Bandgap Semiconductor Manufacturing
Location	Round Rock, TX

SHIELD

Single-Pane Highly Insulating Efficient Lucid Designs



Mission

Develop innovative materials that will improve the energy efficiency of existing single-pane windows in commercial and residential buildings.

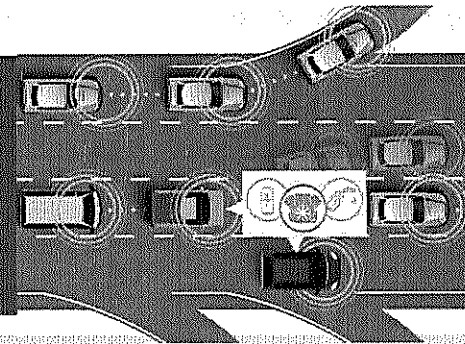
Program Director	Dr. Eric Schiff
Year	2016
Projects	14
Total Investment	\$31 Million

Goals

- Develop technologies in three technical categories:
 1. Products that can be applied onto existing windowpanes
 2. Manufactured windowpanes that can be installed into the existing window sash
 3. Other early-stage, highly innovative technologies that can enable products in the first two technical categories
- Cut in half the amount of heat lost through single-pane windows. These materials would improve insulation, reduce cold weather condensation, and enhance occupant comfort
- Produce secondary benefits, such as improved soundproofing, that will make retrofits more desirable to building occupants and owners

NEXTCAR

NEXT-Generation Energy Technologies for Conected and Automated on-Road vehicles



Mission

Fund the development of new and emerging vehicle dynamic and powertrain control technologies that can reduce the energy consumption of future Light-Duty (LD), Medium-Duty (MD) and Heavy-Duty (HD) on-road vehicles through the use of connectivity and vehicle automation.

Program Director	Dr. Chris Atkinson
Year	2016
Projects	10
Total Investment	\$32 Million

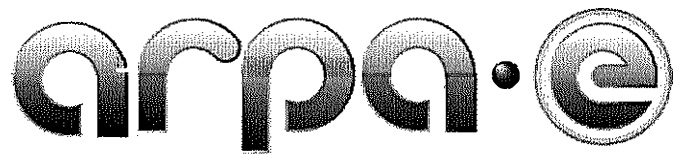
Goals

- **Energy consumption:** 20% reduction over a 2016/2017 baseline vehicle
- **Emissions:** No degradation relative to baseline vehicle
- **Utility:** Must meet current Federal Vehicle regulatory and customer performance requirements
- **Customer Acceptability:** Technology should be transparent to the driver
- **Incremental System Cost:** \$1,000 for LD vehicle, \$2,000 for MD vehicle and \$3,000 for HD vehicle

Potential Impact/Highlights

- **Energy Consumption Reduction:** 4.4 quads/year

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www.arpa-e.energy.gov

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, December 14, 2016 9:00 AM
To: Thomas Pyle
Subject: RE: Conference Call Telephone Number

Yes, just call that number and I will dial that same number from the conference room. We have 5 lines on this conference call-in number.

Judy

From: Thomas Pyle [mailto:thomas.j.pyle@ptt.gov]
Sent: Wednesday, December 14, 2016 8:58 AM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>
Subject: Re: Conference Call Telephone Number

It's Daniel Simmons. If all we have to do is call into this number, I can just send to him as well. Thanks.

On Wednesday, December 14, 2016, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Good Morning Tom,

Laurie Morman mentioned that you would like to call into the 9:30 Meeting w/ARPA-E. The call-in number is: (b) (6).

Laurie also mentioned that another person on the Team needed to call-in, as well. If you let me know who it is, I can forward the information to them.

Judy

202-287-6600

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Wednesday, December 14, 2016 9:38 AM
To: Collaso-Talbert, Judith
Subject: Re: Conference Call Telephone Number

Hi. The call was dropped. User error. Can you dial me back in?

On Wednesday, December 14, 2016, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Good Morning Tom,

Laurie Morman mentioned that you would like to call into the 9:30 Meeting w/ARPA-E. The call-in number is: (b) (6)

Laurie also mentioned that another person on the Team needed to call-in, as well. If you let me know who it is, I can forward the information to them.

Judy

202-287-6600

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, December 14, 2016 10:50 AM
To: Thomas Pyle
Subject: RE: 11:00 Briefing??

OK, see you then!

Thank you!

From: Thomas Pyle [mailto:thomas.j.pyle@ptt.gov]
Sent: Wednesday, December 14, 2016 10:49 AM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>
Subject: Re: 11:00 Briefing??

I have a conflict, but it looks like we're in good hands. I should make it in for the 1:30 and definitely for the Labs meeting.

On Wednesday, December 14, 2016, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Hey Tom,

Do you plan to call-in for the 11-12 Briefing this morning with Economic Impact and Diversity??

In the office now are:

Travis
Marty
Daniel
Mark
(b) (6)

Judy

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, December 14, 2016 4:08 PM
To: Thomas Pyle; Travis Fisher; Marty Dannenfelser; David S. Jonas; (b) (6) ; William Greene; (b) (6)
Cc: Collaso-Talbert, Judith
Subject: Dec 16 Transition Team Briefings-Meetings

Good Afternoon,

Attached is the schedule for Friday. No changes were made.

Ingrid and Laurie will be working on a schedule for next week. We should have meetings scheduled for next week by tomorrow, Friday at the latest.

Have a great evening.

Judy
 202-287-6600



Dec16 Transition
 Team Briefin...

Transition Team Briefings/Meetings

Friday, December 16

10:00-11:30	International Affairs (Lockwood)	(MD/JS/DS/WG/MM) (5E-058)
1:30-3:00	Project Management Oversight & Assessments (Paul Bosco)	(TP/MD/JS/DS/WG/MM) (5E-058)
3:15-4:45	Office of Technology Transitions (Blaustein, Macdonald)	(TP/TF/MD/JS/WG/MM) (5E-058)

Tuesday, December 20

8:30-9:00	Wkly Transition Meeting w/Kevin Knobloch (Christopher Davis, Tim McClees)	(TP) (7A-257)
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Yanos, Brian (CONTR)

From: Morman, Laurie
Sent: Wednesday, December 14, 2016 8:02 PM
To: thomas.j.pyle
Subject: Request

Tom - I was contacted by Secretary Moniz's scheduling director, Charles Quintero, regarding contact information for Governor Perry. The Secretary is interested in a call with the Governor tomorrow if possible. Could you help with this request? You can reach Mr Quintero at Charles.Quintero@hq.doe.gov. Let me know if you need anything from me on this. Thanks!

Laurie

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Thursday, December 15, 2016 6:42 PM
To: Kolb, Ingrid
Subject: Re: FERC

Great. There should be one other name for FERC. It was listed on the website. (b) (6)
Travis talk to Anton about it when he reaches out.

I will let

On Thu, Dec 15, 2016 at 6:38 PM Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

The WH just sent an e-mail message to me and my counterpart at FERC, Anton Porter, authorizing Travis to contact FERC. I gave Travis Anton's contact information a few weeks ago. Hopefully, he still has it. If not, please have Travis reach out to me.

Anton is expecting to hear from Travis and should be ready to host him at FERC.

Please let me know if you have any questions about this or if Travis has any difficulty reaching Anton. Thanks.

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Friday, December 16, 2016 4:24 PM
To: Thomas Pyle; Travis Fisher; Marty Dannenfelser; David S. (b) (6)
William Greene (b) (6)
Cc: Collaso-Talbert, Judith
Subject: Week of Dec 19 Transition Team Briefings-Meetings

Good Afternoon,

Attached is the tentative schedule of Briefings for next week.

Have a great weekend.

Judy



Week of Dec 19
Transition Team...

Transition Team Briefings/Meetings

Monday, December 19

1:30-3:00 CFO Briefing w/Alison Doone (JS/DS/WG/MM)
(5E-058)

Tuesday, December 20

8:30-9:00 Wkly Transition Meeting w/Kevin Knobloch (TP) (7A-257)
(Christopher Davis, Tim McClees)

Thursday, December 22

1:30-2:30 Hearings & Appeals Briefing w/Marmolejos (DJ) (5E-058)

Friday, December 23

10:00-11:30 GC Briefing w/John Lucas (DJ) (5E-058)

Tuesday, December 27

8:30-9:00 Wkly Transition Meeting w/Kevin Knobloch (TP) (7A-257)
(Christopher Davis, Tim McClees)

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Friday, December 16, 2016 5:44 PM
To: Thomas Pyle
Subject: New Team Member

I just got word that (b) (6) has been approved by the WH. Please let me know when he will arrive at the Department and we'll get him badged. Thanks!!

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Monday, December 19, 2016 4:39 PM
To: Thomas Pyle; Travis Fisher; Marty Dannenfelser; David S. Jonas; (b) (6)
; William Greene; (b) (6)
Cc: Collaso-Talbert, Judith
Subject: Dec 21 Transition Team Briefings-Meetings

All,

Attached is the tentative schedule for this week. I reached out to NNSA and EERE to add a Briefing on Wednesday morning.

(No meetings were scheduled for Tuesday. In polling the Team, no one was coming into the office tomorrow.)

Have a great evening.

Judy



Dec 21 Transition
Team Briefin...

Transition Team Briefings/Meetings

Wednesday, December 21

2:00-3:30	Fossil Energy Briefing w/Doug Hollett	(JS/DS/WG/MM) (5E-058)
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Thursday, December 22

10:00-11:00	Nuclear Energy Follow-up on Nuclear Waste (Ray Furstenau, Andrew Griffith)	(JS/DS/WG/MM) (5E-058)
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11:00-12:30	Enterprise Assessments Briefing (Glenn Podonsky, Bill Eckroade)	(JS/DS/WG/MM) (5E-058)
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2:30-3:30	Hearings & Appeals Briefing (Poli Marmolejos)	(DJ/JS/DS/WG/MM) (5E-058)
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Tuesday, December 27

8:30-9:00	Wkly Transition Meeting w/Kevin Knobloch (Christopher Davis, Tim McClees)	(TP) (7A-257)
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Yanos, Brian (CONTR)

From: Mark Maddox (b) (6)
Sent: Tuesday, December 20, 2016 4:28 PM
To: Collaso-Talbert, Judith
Cc: Thomas Pyle; Travis Fisher; Marty Dannenfelser; David S. (b) (6)
; William Greene
Subject: Re: Dec 22 Transition Team Briefings-Meetings

Thank you. Sorry about the game!

Mark R. Maddox
Maddox Strategies/The Livingston Group
(b) (6)
Sent from my iPhone

On Dec 20, 2016, at 4:17 PM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

All,

Attached is an updated schedule of upcoming Briefings through Wednesday, January 4.

Have a great evening.

Judy

<Dec 21 Transition Team Briefings-Meetings.docx>

Transition Team Briefings/Meetings

Wednesday, December 21

10:00-11:30	Overview of NNSA (White, Erhart, Hendrickson, Calbos, Huizenga, Trautman)	(TP/TF/MD/ JS/DS/WG/MM) (5E-058)
11:30-1:00	Technology Transitions w/Rochelle Blaustein	(TP/TF/MD/ JS/DS/WG/MM) (5E-058)
2:00-3:30	Fossil Energy Briefing w/Doug Hollett	(JS/DS/WG/MM) (5E-058)
3:30-5:00	Energy Efficiency & Renewable Energy (Steven Chalk)	(JS/DS/WG/MM) (5E-058)

Thursday, December 22

9:00-10:00	General Counsel Regulations (Dan Cohen, John Lucas)	(JS) (5E-058)
10:00-11:00	Nuclear Energy Follow-up on Nuclear Waste (Ray Furstenau, Andrew Griffith)	(JS/DS/WG/MM) (5E-058)
11:00-12:30	Enterprise Assessments Briefing (Glenn Podonsky, Bill Eckroade)	(JS/DS/WG/MM) (5E-058)
1:30-2:30	Office of the Ombudsman w/Rita Franklin	(DJ/JS/DS/WG/MM) (5E-058)
2:30-3:30	Hearings & Appeals Briefing (Poli Marmolejos)	(DJ/JS/DS/WG/MM) (5E-058)

Tuesday, December 27

8:30-9:00	Wkly Transition Meeting w/Kevin Knobloch (Christopher Davis, Tim McClees)	(TP) (7A-257)
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Wednesday, December 28

9:30-11:00	Environment, Health, Safety & Security w/Matt Moury	(TP/TF/DJ/JS/DS/WG) (5E-058)
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Tuesday, January 3

10:30-12:00	Western Power Marketing Admin (WAPA) (Michael McElhany)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
1:30-3:00	Bonneville Power (BPA) (Sonya Baskerville)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)

Wednesday, January 4

9:30-10:30	Office of Small & Disadvantaged Businesses (Paul Ross)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
10:30-12:00	General Counsel (John Lucas, Daniel Cohen)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
1:30-3:00	Environmental Management (Sue Cange, Betsy Connell)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, December 21, 2016 10:44 AM
To: Alexandra Newell
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie
Subject: RE: Call-in Number for the 1:00 Announcement

Thanks Alexandra! Have a great day.

From: Alexandra Newell [mailto:(b) (6)]
Sent: Wednesday, December 21, 2016 10:40 AM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>
Cc: Thomas Pyle <thomas.j.pyle@ptt.gov>; Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov>; Morman, Laurie <LAURIE.Morman@hq.doe.gov>
Subject: Re: Call-in Number for the 1:00 Announcement

Thank you, Judy! It has been added to Tom's calendar.

On Wed, Dec 21, 2016 at 9:52 AM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Good Morning Tom,

Ingrid asked me to forward to you a Call-in number for the 1:00 meeting today. The telephone number is: (b) (6). That number dials directly into the Conference Room. (If others need/plan to call-in, please let me know and I can request a telephone number with additional lines.)

Thank you,
Judy
202-287-6600

--

Alexandra Newell
Institute for Energy Research
American Energy Alliance
1155 15th Street, NW
Suite 900
Washington, DC 20005
(b) (6)
www.instituteforenergyresearch.org
www.americanenergyalliance.org

Yanos, Brian (CONTR)

From: Mark Maddox <(b) (6) >
Sent: Thursday, December 22, 2016 10:57 AM
To: Collaso-Talbert, Judith
Cc: Thomas Pyle; Travis Fisher; Marty Dannenfelser; David S. Jonas; (b) (6)
; William Greene
Subject: Re: Dec 22 Transition Team Briefings-Meetings (2)

All,

(b) (5)

. I will be working on other related issues today.

Mark

On Dec 21, 2016, at 4:53 PM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

All,

Here is the schedule for Thursday, December 22 through Wednesday, January 4.

Have a great evening.

Judy

<Dec 22 Transition Team Briefings-Meetings (2).docx>

Transition Team Briefings/Meetings

Thursday, December 22

9:00-10:00	General Counsel Regulations (Dan Cohen, John Lucas)	(JS) (5E-058)
10:00-11:00	Nuclear Energy Follow-up on Nuclear Waste (Ray Furstenau, Andrew Griffith)	(JS/DS/WG/MM) (5E-058)
11:00-12:30	Enterprise Assessments Briefing (Glenn Podonsky, Bill Eckroade)	(JS/DS/WG/MM) (5E-058)
1:30-2:30	Office of the Ombudsman w/Rita Franklin	(DJ/JS/DS/WG/MM) (5E-058)
2:30-3:30	Hearings & Appeals Briefing (Poli Marmolejos)	(DJ/JS/DS/WG/MM) (5E-058)

Tuesday, December 27

8:30-9:00	Wkly Transition Meeting w/Kevin Knobloch (Christopher Davis, Tim McClees)	(TP) (7A-257)
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Wednesday, December 28

9:30-11:00	Environment, Health, Safety & Security w/Matt Moury	(TP/TF/DJ/JS/DS/WG) (5E-058)
11:15-12:45	Chief Information Office (Green, Peace, Manuel)	(TP/TF/DJ/JS/DS/WG) (5E-058)

Tuesday, January 3

10:30-12:00	Western Power Marketing Admin (WAPA) (Michael McElhany)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
1:30-3:00	Bonneville Power (BPA) (Sonya Baskerville)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)

Wednesday, January 4

9:30-10:30	Office of Small & Disadvantaged Businesses (Paul Ross)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
10:30-12:00	General Counsel (John Lucas, Daniel Cohen)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
1:30-3:00	Environmental Management (Sue Cange, Betsy Connell)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Thursday, December 22, 2016 11:18 AM
To: Collaso-Talbert, Judith
Subject: Re: Tuesday's 8:30 Meeting is Canceled

OK. Thanks.

On Thursday, December 22, 2016, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:
Good Morning Tom,

The weekly Tuesday morning meeting with Kevin Knobloch is canceled for December 27th. I wanted to make sure you were aware of this so you didn't rush into DOE on Tuesday morning.

Judy

Yanos, Brian (CONTR)

From: Mark Maddox <(b) (6)>
Sent: Thursday, December 22, 2016 4:04 PM
To: Collaso-Talbert, Judith
Cc: Thomas Pyle; Travis Fisher; Marty Dannenfelser; David S. Jonas; (b) (6)
William Greene
Subject: Re: Wk of Dec 27 Transition Team Briefings-Meetings

Thanks! I may call in. Have a merry Christmas!

Mark R. Maddox
Maddox Strategies/The Livingston Group
(b) (6)
Sent from my iPhone

On Dec 22, 2016, at 4:01 PM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

All,

Attached is the schedule for the week of December 27 and January 3.

I hope everyone has a safe and relaxing Holiday. See you next week.

Judy

<Wk of Dec 27 Transition Team Briefings-Meetings.docx>

Transition Team Briefings/Meetings

Tuesday, December 27

1:00-2:00 Office of Indian Energy w/Chris Deschene (TP/TF/DJ/JS/DS/WG)
(5E-058)

Wednesday, December 28

9:30-11:00 Environment, Health, Safety & Security w/Matt Moury (TP/TF/DJ/JS/DS/WG)
(5E-058)

11:15-12:45 Chief Information Office w/Robbie Green (TP/TF/DJ/JS/DS/WG)
(5E-058)

Tuesday, January 3

8:30-9:00 Wkly Transition Meeting w/Kevin Knobloch (TP) (7A-257)
(Christopher Davis, Tim McClees)

10:30-12:00 Western Power Marketing Admin (WAPA) (TP/TF/DJ/MD/ JS/DS/WG/MM)
(Michael McElhany) (5E-058)

1:30-3:00 Bonneville Power (BPA) (TP/TF/DJ/MD/ JS/DS/WG/MM)
(Sonya Baskerville) (5E-058)

Wednesday, January 4

9:30-10:30 Office of Small & Disadvantaged Businesses (TP/TF/DJ/MD/ JS/DS/WG/MM)
(Paul Ross) (5E-058)

10:30-12:00 General Counsel (TP/TF/DJ/MD/ JS/DS/WG/MM)
(John Lucas, Daniel Cohen) (5E-058)

1:30-3:00 Environmental Management (TP/TF/DJ/MD/ JS/DS/WG/MM)
(Sue Cange, Betsy Connell) (5E-058)

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Tuesday, December 27, 2016 9:31 AM
To: Collaso-Talbert, Judith
Subject: Schedule Today

Judy,

Can you call me when you are free? (b) (6) . Thanks.

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Tuesday, December 27, 2016 11:23 AM
To: Thomas Pyle; Kolb, Ingrid; Morman, Laurie
Cc: Collaso-Talbert, Judith
Subject: RE: Car

That is all the information I need. I will make arrangements to get you a parking pass. It will be on your desk when you get in tomorrow.

Judy

From: Thomas Pyle [mailto:thomas.j.pyle@ptt.gov]
Sent: Tuesday, December 27, 2016 11:19 AM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>; Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov>; Morman, Laurie <LAURIE.Morman@hq.doe.gov>
Subject: Car

Good morning. I hope everyone had a great holiday!

(b) (6)

It's a (b) (6)

Let me know if you need any additional information.

Best,
Tom

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Wednesday, December 28, 2016 9:34 AM
To: Collaso-Talbert, Judith; Mark Maddox
Cc: David S. Jonas; Marty Dannenfelser; (b) (6) ; Travis Fisher; William Greene (b) (6)
Subject: Re: Dec 28 Transition Team Briefings-Meetings

Simmons is going to be there and I am going to call in.

On Wed, Dec 28, 2016 at 9:32 AM Mark Maddox <(b) (6)> wrote:
All,

Do I need to call in for this? Do we have it covered?

Mark R. Maddox
Maddox Strategies/The Livingston Group
(b) (6)
Sent from my iPhone

On Dec 27, 2016, at 4:16 PM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

All,

Attached is your schedule for this week and next.

Judy
202-287-6600

<Dec 28 Transition Team Briefings-Meetings.docx>

Transition Team Briefings/Meetings

Wednesday, December 28

9:30-11:00 Environment, Health, Safety & Security w/Matt Moury (TP/TF/DJ/JS/DS/WG)
(5E-058)

11:15-12:45 Chief Information Office w/Robbie Green (TP/TF/DJ/JS/DS/WG)
(5E-058)

Tuesday, January 3

8:30-9:00 Wkly Transition Meeting w/Kevin Knobloch (TP) **(7A-257)**
(Christopher Davis, Tim McClees)

10:30-12:00 Western Power Marketing Admin (WAPA) (TP/TF/DJ/MD/ JS/DS/WG/MM)
(Michael McElhany) (5E-058)

1:30-3:00	Bonneville Power (BPA) (Sonya Baskerville)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
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Wednesday, January 4

9:30-10:30 Office of Small & Disadvantaged Businesses (TP/TF/DJ/MD/ JS/DS/WG/MM)
(Paul Ross) (5E-058)

10:30-12:00 General Counsel (TP/TF/DJ/MD/ JS/DS/WG/MM)
(John Lucas, Daniel Cohen) (5E-058)

1:30-3:00 Environmental Management (TP/TF/DJ/MD/ JS/DS/WG/MM)
 (Sue Cange, Betsy Connell) **(5E-058)**

Thursday, January 5

1:00-2:00 Office of Indian Energy w/Chris Deschene (TP/TF/DJ/JS/DS/WG)
(5E-058)

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, December 28, 2016 2:43 PM
To: Thomas Pyle
Subject: RE: Thursday & Friday

Thank you! Happy New Year to you and your Family. Be safe. See you next year!

From: Thomas Pyle [mailto:thomas.j.pyle@ptt.gov]
Sent: Wednesday, December 28, 2016 2:39 PM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>
Subject: Re: Thursday & Friday

You can take off. (b) (5)

Thanks for checking.

On Wednesday, December 28, 2016, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Tom,

(b) (5)

then I plan to take off the next 2 days.

Judy

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, December 28, 2016 4:17 PM
To: Thomas Pyle; Alexandra Newell; Travis Fisher; Marty Dannenfelser; David S. Jonas; (b) (6)
; Daniel Simmons; William Greene; Mark Maddox
Cc: Collaso-Talbert, Judith
Subject: Week of Jan 3 Transition Team Briefings-Meetings

All,

Attached is the schedule of Briefings for next week. Have a safe New Year. I will see you all next year!!

Judy



Week of Jan 3
Transition Team...

Transition Team Briefings/Meetings

Tuesday, January 3

8:30-9:00	Wkly Transition Meeting w/Kevln Knobloch (Christopher Davis, Tim McClees)	(TP) (7A-257)
10:30-12:00	Western Power Marketing Admin (WAPA) (Michael McElhany)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
1:30-3:00	Bonneville Power (BPA) (Sonya Baskerville)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)

Wednesday, January 4

9:30-10:30	Office of Small & Disadvantaged Businesses (Paul Ross)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
10:30-12:00	General Counsel (John Lucas, Daniel Cohen)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
1:30-3:00	Environmental Management (Sue Cange, Betsy Connell)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)

Thursday, January 5

9:30-11:30	NNSA/NA-20 Briefing <u>(Tentative)</u> (Huizenga, Fremont)	(D. Jonas Only)(Room TBD)
10:00-11:00	Office of Indian Energy w/Chris Deschene	(TP/TF/MD/JS/DS/WG/MM) (5E-058)
2:30-4:30	IN Briefing w/(b)(3)	(D. Jonas Only)(Room TBD)

Yanos, Brian (CONTR)

From: Kelly Mitchell (b) (6)
Sent: Monday, January 02, 2017 3:35 PM
To: Kolb, Ingrid
Cc: Thomas Pyle;Morman, Laurie;Collaso-Talbert, Judith;Kelly Mitchell
Subject: Re: DOE Landing Team Member

Hi Ingrid,

Thank you, I look forward to it.

Regards,

Kelly Mitchell

On Jan 2, 2017, at 1:09 PM, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

Happy New Year!

Welcome Kelly! Judy will send you the briefing schedule in the morning (or sooner) and will arrange for call-in numbers for the briefings that you would like to participate in. We look forward to working with you!

2017 is going to be a great year!!

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Monday, January 2, 2017 12:07:04 PM
To: Kolb, Ingrid; Morman, Laurie; Collaso-Talbert, Judith
Cc: Kelly Mitchell; Kelly Mitchell
Subject: DOE Landing Team Member

Ingrid/Laurie/Judy:

Happy New Year! I can't believe it's already 2017. I wanted to introduce you to Kelly Mitchell via email. Kelly is on the landing team, (b) (6) (b) (5)

Hope y'all had a great New Year.

Best,
Tom Pyle

Yanos, Brian (CONTR)

From: Morman, Laurie
Sent: Monday, January 02, 2017 4:51 PM
To: Thomas Pyle;Collaso-Talbert, Judith;Kolb, Ingrid
Subject: RE: Tomorrow

Will do

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Monday, January 2, 2017 4:33:21 PM
To: Collaso-Talbert, Judith; Kolb, Ingrid; Morman, Laurie
Subject: Tomorrow

Can you let Kevin's office know I have to cancel our meeting in the morning? Thanks!

Best,
Tom

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Tuesday, January 03, 2017 1:50 PM
To: Emily Mallon
Cc: Collaso-Talbert, Judith;David S. Jonas
Subject: RE: FBI Form

Yes, Emily! Excellent plan. (b) (5)

Thank you!

From: Emily Mallon [mailto:emily.mallon@ptt.gov]
Sent: Tuesday, January 03, 2017 1:45 PM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>
Subject: Re: FBI Form

I am in a meeting but if (b) (5)

Let me know if that works.

Emily

On Tue, Jan 3, 2017 at 1:30 PM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Emily,

Can you call me about the FBI form that you asked Dave Jonas to complete?? (b) (5)

Judy
[202-287-6600](tel:202-287-6600)

--

Emily Mallon
Presidential Transition Team
emily.mallon@ptt.gov
(b) (6)

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Tuesday, January 03, 2017 1:55 PM
To: Collaso-Talbert, Judith
Cc: Kolb, Ingrid;Morman, Laurie
Subject: Re: Emergency Management Briefing

The team can cover a d brief me. Thanks, much, for reaching out.

On Tuesday, January 3, 2017, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:
Good Afternoon Tom and Happy New Year,

The Deputy Secretary's office is offering to your Team an Emergency Management Briefing. Travis asked me to reach out to you and see if you all would be interested.

Judy
202-287-6600

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Tuesday, January 03, 2017 2:15 PM
To: Emily Mallon
Cc: David S. Jonas; Collaso-Talbert, Judith
Subject: Form from Dave Jonas
Attachments: 20170103141253313.tif

Hi Emily,

Attached is Dave Jonas' FBI form. Please call me on (b) (6) for the additional information.

Thank you,
Judy Collaso-Talbert

-----Original Message-----

From: hq_for_5e066@hq.doe.gov [mailto:hq_for_5e066@hq.doe.gov]
Sent: Tuesday, January 03, 2017 2:13 PM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>
Subject: Message from "RNP002673949CC0"

This E-mail was sent from "RNP002673949CC0" (MP C3503).

Scan Date: 01.03.2017 14:12:53 (-0500)
Queries to: hq_for_5e066@hq.doe.gov

OFFICE OF THE PRESIDENTIAL CANDIDATE -- REPUBLICAN (OPC-R)

Date: JAN 3, 2017

To: Federal Bureau of Investigation (FBI)
Attn: Special Inquiry and General Background Investigations Unit (SIGBIU)
Security Division

From: OPC-R

Subject's Full Name: David SALL JONES

Other Names Used: N/A Date of Birth: _____

Social Security Number: _____ Place of Birth: _____
(b) (6)

E-mail Address _____

Permanent Add _____

Current Employer(s): FH+H Law

SUBJECT'S CONSENT: I hereby authorize the FBI to provide the information specified below to the OPC-R.

(Subject's signature) [Signature]

(Date) 1/3/2017

Request of the FBI (Use of this form to request information developed by the FBI or contained in FBI files requires the subject's consent. Exceptions will only be permitted as authorized by the Attorney General/Deputy Attorney General.)

(X) National Agency Check

The applicant is being considered for (position and/or Agency)

Attachments: () SF-86 () SF-86 Supplement () Fingerprint Card () Other

I certify, subject to 18 U.S.C., 1001, that the above is sought for official purposes only and I understand that obtaining this information under false pretenses or any unauthorized disclosure may be a violation of the Privacy Act, 5 U.S.C., 522a.

This request has been reviewed and approved by the OPC-R.

Requested by: _____

Approved by: _____

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Tuesday, January 03, 2017 4:13 PM
To: Collaso-Talbert, Judith
Subject: Re: Jan 4 Transition Team Briefings-Meetings

Thanks, Judy.

On Tuesday, January 3, 2017, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:
All,

Attached is the tentative schedule for tomorrow and the remainder of the week.

Judy

Transition Team Briefings/Meetings

Wednesday, January 4

9:30-10:30	Office of Small & Disadvantaged Businesses (Paul Ross)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
10:30-12:00	General Counsel (John Lucas, Daniel Cohen)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)
1:30-3:00	Environmental Management (Sue Cange, Betsy Connell)	(TP/TF/DJ/MD/ JS/DS/WG/MM) (5E-058)

Thursday, January 5

9:30-11:30	NNSA/NA-20 Briefing <u>(Tentative)</u> (Huizenga, Fremont)	(D. Jonas Only)(Room TBD)
10:00-11:00	Office of Indian Energy w/Chris Deschene	(TP/TF/MD/JS/DS/WG/MM) (5E-058)
11:30-1:00	Office of Electricity Delivery & Energy Reliability (Pat Hoffman)	(MM) (5E-058)
2:30-4:30	IN Briefing w/(b)(3)	(D. Jonas Only)(Room TBD)
2:30-4:00	Office of the Inspector General (April Stevenson, John Dupuy)	(TF/MD/JS) (5E-058)

Monday, January 9

2:00-5:00	NNSA/NA-10 Briefing <u>(Tentative)</u> (Phil Calbos)	(D. Jonas Only)(Room TBD)
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Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, January 04, 2017 4:24 PM
To: Thomas Pyle; Travis Fisher; Marty Dannenfelser; David S. Jonas; (b) (6) Daniel
Simmons; William Greene; Mark Maddox; Kelly Mitchell
Cc: Collaso-Talbert, Judith
Subject: Jan 5 Transition Team Briefings-Meetings

All,

Here are the Briefings scheduled for tomorrow! Have a great evening.

Judy
202-287-6600



Jan 5 Transition
Team Briefing...

Transition Team Briefings/Meetings

Thursday, January 5

9:30-11:30	IN Briefing w/(b)(3)	(D. Jonas Only)(Room (b) (7)(E))
10:00-11:00	Office of Indian Energy w/Chris Deschene	(TP/TF/MD/JS/DS/WG/MM) (5E-058)
11:30-1:00	Office of Electricity Delivery & Energy Reliability (Pat Hoffman)	(MM/WG) (5E-058)
2:30-4:00	Office of the Inspector General (April Stevenson, John Dupuy)	(TF/MD/JS) (5E-058)
2:30-4:30	NNSA/NA-20 Briefing (Dave Huizenga)	(D. Jonas Only)(Room 7A-049)

Monday, January 9

10:00-12:00	DNFSB Meeting (Tentative) (DNFSB Board Members)	(All are invited) (Location: TBD)
1:00-2:00	CFIUS Briefing (Lockwood, Considine, Reilly)	(D. Jonas Only)(Room TBD)
2:00-5:00	NNSA/NA-10 Briefing (Phil Calbos)	(D. Jonas Only)(Room 4A-018)

Tuesday, January 10

8:30-9:00	Wkly Transition Meeting w/Kevin Knobloch (Christopher Davis, Tim McClees)	(T. Pyle only) (7A-257)
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Yanos, Brian (CONTR)

From: Marty Dannenfelser (b) (6)
Sent: Friday, January 06, 2017 10:37 AM
To: Travis Fisher
Cc: Collaso-Talbert, Judith; Daniel Simmons; David S. Jonas; Kelly Mitchell; Mark Maddox; (b) (6) Thomas Pyle; William Greene
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

Judy,

Monday would also be best for me. I could do a Tuesday afternoon E&IMC meeting at about 3:00 or Wednesday morning about 10:00; Tuesday would be better than Wednesday. Thanks.

Marty

On Jan 6, 2017, at 10:17 AM, Travis Fisher <(b) (6)> wrote:

My availability next week is limited to Monday. I'll be at FERC the other days.

On Fri, Jan 6, 2017 at 10:14 AM Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Thanks Marty for your response!!

I would like to schedule the Emergency & Incident Management Council Briefing for Tuesday afternoon or Wednesday morning.

Who will be in the office for this Briefing???

Lastly, for those interested in the Energy Policy and Loan Programs Briefings, those offices are saying that Wednesday afternoon works for them!

Please let me know of everyone's' availability for next week or if these Briefings still need to be scheduled.

Thank you,

Judy

202-287-6600

From: Marty Dannenfelser [mailto:(b) (6)]

Sent: Thursday, January 05, 2017 4:38 PM

To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>

Cc: Thomas Pyle <thomas.j.pyle@ptt.gov>; Travis Fisher (b) (6)
(b) (6) ; (b) (6)
(b) (6) ; William Greene(b) (6)
(b) (6) ;

; David S. Jonas
Daniel Simmons
Mark Maddox

Kelly Mitchell <(b) (6)>

Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

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- Energy Policy (EPSA)

- Loan Programs

Thank you. Have a great evening.

Judy

Transition Team Briefings/Meetings

Monday, January 9

10:00-12:00	DNFSB Meeting (Tentative) (DNFSB Board Members)	(DJ/JS) 625 Indiana Avenue, NW, 7 th Floor
1:00-2:00	CFIUS Briefing (Lockwood, Considine, Reilly)	(D. Jonas Only)(Room TBD)
1:00-2:00	Office of Indian Briefing (Chris Deschene)	(TF/MD/DS/WG/MM/KM) (5E-058)
2:00-5:00	NNSA/NA-10 Briefing (Phil Calbos)	(D. Jonas Only)(Room 4A-018)
2:00-3:00	Electricity Delivery & Energy Reliability (Pat Hoffman)	(TF/MD/DS/WG/MM/KM) (5E-058)

Tuesday, January 10

8:30-9:00	Wkly Transition Meeting w/Kevin Knobloch (Christopher Davis, Tim McClees)	(T. Pyle only) (7A-257)
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Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Friday, January 06, 2017 10:57 AM
To: Travis Fisher; Marty Dannenfelser
Cc: Daniel Simmons; David S. Jonas; Kelly Mitchell; Mark Maddox(b) (6); Thomas Pyle; William Greene
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

Thanks Travis for your schedule!

From: Travis Fisher [mailto:(b) (6)]
Sent: Friday, January 06, 2017 10:18 AM
To: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>; Marty Dannenfelser <(b) (6)>
Cc: Daniel Simmons <(b) (6)>; David S. Jonas <(b) (6)>; Kelly Mitchell <(b) (6)>; Mark Maddox <(b) (6)>; (b) (6)
 Thomas Pyle <thomas.j.pyle@ptt.gov>; William Greene <(b) (6)>
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Loan Programs

Thank you. Have a great evening.

Judy

From: David S. Jonas <(b) (6)>
Sent: Friday, January 06, 2017 11:33 AM
To: Collaso-Talbert, Judith
Cc: Travis Fisher; Marty Dannenfelser; Daniel Simmons; Kelly Mitchell; Mark Maddox; (b) (6); Thomas Pyle; William Greene
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

(b) (5)

Dave

David S. Jonas | Partner
Fluet Huber + Hoang PLLC
(b) (6) office
(b) (6) cell
(b) (6)
www.fluetlaw.com

On Jan 6, 2017, at 11:29 AM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

(b) (5)

(b) (5)

Some will be on Travel beginning Tuesday.

Your call. Let me know!

Judy

From: David S. Jonas [[\(b\) \(6\)](mailto:(b) (6))]]
Sent: Friday, January 06, 2017 11:26 AM
To: Travis Fisher <(b) (6)>
Cc: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>; Marty Dannenfelser <(b) (6)>; Daniel Simmons <(b) (6)>; Kelly Mitchell <(b) (6)>; Mark Maddox <(b) (6)>; (b) (6) <(b) (6)>; Thomas Pyle <thomas.i.pyle@ptt.gov>; William Greene <(b) (6)>
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

The Defense Nuclear Facilities Safety Board (b) (5)

Dave

David S. Jonas | Partner
Fluet Huber + Hoang PLLC
(b) (6) office
(b) (6) cell
(b) (6)
www.fluetlaw.com

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- Emergency & Incident Management Council
- Energy Policy (EPSA)
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Thank you. Have a great evening.

Judy

From: Mark Maddox <(b) (6)>
Sent: Friday, January 06, 2017 11:50 AM
To: Marty Dannenfelser
Cc: Travis Fisher; Collaso-Talbert, Judith; Daniel Simmons; David S. Jonas; Kelly Mitchell; (b) (6) Thomas Pyle; William Greene
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

I can make either work.

On Jan 6, 2017, at 10:36 AM, Marty Dannenfelser <(b) (6)> wrote:

Judy,

Monday would also be best for me. I could do a Tuesday afternoon E&IMC meeting at about 3:00 or Wednesday morning about 10:00; Tuesday would be better than Wednesday. Thanks.

Marty

On Jan 6, 2017, at 10:17 AM, Travis Fisher <(b) (6)> wrote:

My availability next week is limited to Monday. I'll be at FERC the other days.

On Fri, Jan 6, 2017 at 10:14 AM Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

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Cc: Thomas Pyle <thomas.j.pyle@ptt.gov>; Travis Fisher <(b) (6)>; David S. Jonas
<(b) (6)>; (b) (6); Daniel Simmons
<(b) (6)>; William Greene <(b) (6)>; Mark Maddox
<(b) (6)>;

Kelly Mitchell <(b)(6)>

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Judy

From: Collaso-Talbert, Judith
Sent: Friday, January 06, 2017 2:47 PM
To: Marty Dannenfelser; Mark Maddox
Cc: (b) (6); David S. Jonas; Travis Fisher; Daniel Simmons; Kelly Mitchell; Thomas Pyle; William Greene
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

Thanks Marty. I will forward your name to the Board for this meeting.

Judy

From: Marty Dannenfelser [mailto:(b) (6)]
Sent: Friday, January 06, 2017 1:45 PM
To: Mark Maddox (b) (6)
Cc: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>; (b) (6)
Jonas <(b) (6)>; Travis Fisher <(b) (6)>; Daniel Simmons (b) (6)
Mitchell (b) (6); Thomas Pyle <thomas.j.pyle@ptt.gov>; William Greene (b) (6)
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

David S.
; Kelly

I could do the Defense meeting at 11:00 on Monday and then be back for Indian Energy at 1:00.

On Jan 6, 2017, at 12:24 PM, Mark Maddox (b) (6) wrote:

Definite maybe.

Mark R. Maddox
Maddox Strategies/The Livingston Group
(b) (6)
Sent from my iPhone

On Jan 6, 2017, at 11:56 AM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

I sent over to DNFSB Dave and (b) (6) names yesterday as those that plan to attend the meeting on Monday. If anyone else plans to attend, I would need their name(s) as soon as possible.

Judy

From: (b) (6) [mailto:(b) (6)]
Sent: Friday, January 06, 2017 11:47 AM
To: David S. Jonas <(b) (6)>; Travis Fisher <(b) (6)>
Cc: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>; Marty Dannenfelser
(b) (6); Daniel Simmons (b) (6); Kelly Mitchell
(b) (6); Mark Maddox (b) (6); Thomas Pyle
(b) (6); William Greene (b) (6)
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

I'd like to still do it.

(b) (6)

The Heritage Foundation
214 Massachusetts Avenue, NE
Washington, DC 20002

(b) (6)
heritage.org

From: David S. Jonas [mailto:(b) (6)]

Sent: Friday, January 06, 2017 11:26 AM

To: Travis Fisher

Cc: Collaso-Talbert, Judith; Marty Dannenfelser; Daniel Simmons; Kelly Mitchell; Mark Maddox; (b) (6)
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Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

The Defense Nuclear Facilities Safety Board (b) (5)

Dave

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(b) (6) office

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Judy

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Friday, January 06, 2017 3:10 PM
To: David S. Jonas; Marty Dannenfelser; Mark Maddox
Cc: (b) (6); Travis Fisher; Daniel Simmons; Kelly Mitchell; Thomas Pyle; William Greene
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

Yes, I just sent Marty's name over and confirmed the meeting with the Board!!

Judy

From: David S. Jonas [mailto:(b) (6)]
Sent: Friday, January 06, 2017 3:06 PM
To: Marty Dannenfelser <(b) (6)>; Mark Maddox <(b) (6)>
Cc: Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov>; (b) (6) Travis
 Fisher <(b) (6)>; Daniel Simmons <(b) (6)>; Kelly Mitchell <(b) (6)>;
 Thomas Pyle <thomas.j.pyle@ptt.gov>; William Greene <(b) (6)>
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

That would solve the problem....thanks. Judy, are we all set then? Dave

David S. Jonas, Esq. | Partner

FH+H

(b) (6)

NOTICE: This message (including any attachments) from FH+H may constitute an attorney-client communication and may contain information that is PRIVILEGED and CONFIDENTIAL and/or ATTORNEY WORK PRODUCT. If you are not an intended recipient, you are hereby notified that any dissemination of this message is strictly prohibited. If you have received this message in error, please do not read, copy or forward this message. Please permanently delete all copies and any attachments and notify the sender immediately by sending an e-mail to the sender.

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Dave

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Daniel
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Loan Programs

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Judy

<Wk of Jan 9 Transition Team Briefings-Meetings.docx>

From: Kelly Mitchell (b) (6)
Sent: Sunday, January 08, 2017 1:52 PM
To: Collaso-Talbert, Judith
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie; (b) (6), (b) (7)(C)
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

Confirmed.

Thank you,

Kelly Mitchell

On Jan 8, 2017, at 12:32 PM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Thanks Kelly.

(b) (6), (b) (7)(C), will you be available tomorrow to meet Kelly Mitchell at the VIP desk at 11?

Judy

From: Kelly Mitchell(b) (6)
Sent: Sunday, January 8, 2017 7:38:02 AM
To: Collaso-Talbert, Judith
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie; (b) (7)(C), (b) (6)
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

Hi Judy,

Thank you very much. I can be there as early as 11am.

Regards,

Kelly Mitchell

On Jan 7, 2017, at 6:59 PM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Hi Kelly, welcome to D.C. Yes, you are welcome to come to DOE on Monday to get a badge. What time do you plan to come. The first Briefing for Monday is at 1:00.

Judy

From: Kelly Mitchell (b) (6)
Sent: Saturday, January 7, 2017 11:57:09 AM
To: Collaso-Talbert, Judith

Cc: Thomas Pyle

Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

Hi Judy,

Hope all is well. I met with Tom Pyle on Thursday. He suggested I meet and or speak with you directly, that you would be helpful. (b) (5)

. Although I received the schedule, can you offer me any additional advice or assistance?

Thank you,

Kelly Mitchell

(b) (6)

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<Wk of Jan 9 Transition Team Briefings-Meetings.docx>

Transition Team Briefings/Meetings

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1:00-2:00	Office of Indian Briefing (Chris Deschene)	(TF/MD/DS/WG/MM/KM) (5E-058)
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2:00-3:00	Electricity Delivery & Energy Reliability (Pat Hoffman)	(TF/MD/DS/WG/MM/KM) (5E-058)

Tuesday, January 10

8:30-9:00	Wkly Transition Meeting w/Kevin Knobloch (Christopher Davis, Tim McClees)	(T. Pyle only) (7A-257)
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Wednesday, January 11

10:00-11:30	Emergency & Incident Mgmt Council (NNSA, OE, MA)	(DJ/MD/JS/DS/WG/MM/KM) (5E-058)
1:00-2:00	Energy Policy Systems Analysis (EPSA) (Carol Battershell)	(JS/DS/WG/MM/KM) (5E-058)
2:30-4:00	Loan Programs (Mishkin, Kim, Schnelr)	(JS/DS/WG/MM/KM) (5E-058)

Yanos, Brian (CONTR)

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Sunday, January 08, 2017 9:43 PM
To: Kolb, Ingrid
Subject: Re: New team member

OK. Thanks. I'll figure it out.

On Sunday, January 8, 2017, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

(b) (5)

∴ We only

received his name.

From: Thomas Pyle <thomas.j.pyle@ptt.gov>
Sent: Sunday, January 8, 2017 9:20:36 PM
To: Kolb, Ingrid
Subject: Re: New team member

(b) (5)

On Sunday, January 8, 2017, Kolb, Ingrid <Ingrid.Kolb@hq.doe.gov> wrote:

Hi Tom! I was notified by the White House this afternoon that we have a new agency review team member –
 (b) (6) When you have a chance, please let me know when he will come to the department. We will
 make sure that he receives a badge. Thanks!!

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Sunday, January 08, 2017 10:11 PM
To: (b) (6), (b) (7)(C) Kelly Mitchell
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

Thank you ^{(b) (6), (b) (7)(C)}!!!! See you tomorrow.

From: (b) (6), (b) (7)(C)
Sent: Sunday, January 8, 2017 10:04:56 PM
To: Collaso-Talbert, Judith; Kelly Mitchell
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

Yes I will be there.

From: Collaso-Talbert, Judith
Sent: Sunday, January 8, 2017 12:32:26 PM
To: Kelly Mitchell
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie; (b) (6), (b) (7)(C)
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

Thanks Kelly.

(b) (6), (b) (7)(C) will you be available tomorrow to meet Kelly Mitchell at the VIP desk at 11?

Judy

From: Kelly Mitchell(b) (6)
Sent: Sunday, January 8, 2017 7:38:02 AM
To: Collaso-Talbert, Judith
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie; (b) (6), (b) (7)(C)
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

Hi Judy,

Thank you very much. I can be there as early as 11am.

Regards,

Kelly Mitchell

On Jan 7, 2017, at 6:59 PM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Hi Kelly, welcome to D.C. Yes, you are welcome to come to DOE on Monday to get a badge. What time do you plan to come. The first Briefing for Monday is at 1:00.

Judy

From: Kelly Mitchell(b) (6)
Sent: Saturday, January 7, 2017 11:57:09 AM
To: Collaso-Talbert, Judith
Cc: Thomas Pyle
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

Hi Judy,

Hope all is well. I met with Tom Pyle on Thursday. He suggested I meet and or speak with you directly, that you would be helpful. (b) (5)

Although I received the schedule, can you offer me any additional advice or assistance?

Thank you,

Kelly Mitchell
(b) (6)

On Jan 5, 2017, at 4:19 PM, Collaso-Talbert, Judith <Judith.Collaso-Talbert@hq.doe.gov> wrote:

Good Afternoon,

Attached is the schedule of Briefings for Monday, January 9.

There are 3 additional Briefings that I am trying to schedule next week, but I will need to have your schedules sent to me. The Briefings would be:

- Emergency & Incident Management Council
- Energy Policy (EPSA)
- Loan Programs

Thank you. Have a great evening.

Judy

<Wk of Jan 9 Transition Team Briefings-Meetings.docx>

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Sunday, January 08, 2017 10:12 PM
To: (b) (6), (b) (7)(C) Kelly Mitchell
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

Thanks (b) (6), (b) (7)(C)! See you tomorrow.

From: (b) (6), (b) (7)(C)
Sent: Sunday, January 8, 2017 10:10:16 PM
To: Collaso-Talbert, Judith; Kelly Mitchell
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

Ok I'll meet her.

From: Collaso-Talbert, Judith
Sent: Sunday, January 8, 2017 10:09:14 PM
To: (b) (6), (b) (7)(C) Kelly Mitchell
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

(b) (6), (b) (7)(C) a change in the time that Kelly Mitchell will arrive at the building in the morning. She will arrive at the VIP Visitors desk at 9:30.

Judy

From: (b) (6), (b) (7)(C)
Sent: Sunday, January 8, 2017 10:04:56 PM
To: Collaso-Talbert, Judith; Kelly Mitchell
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

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Sent: Sunday, January 8, 2017 12:32:26 PM
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Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie; (b) (6), (b) (7)(C)
Subject: RE: Wk of Jan 9 Transition Team Briefings-Meetings

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Judy

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Sent: Sunday, January 8, 2017 7:38:02 AM
To: Collaso-Talbert, Judith
Cc: Thomas Pyle; Kolb, Ingrid; Morman, Laurie; (b) (6), (b) (7)(C)
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

Hi Judy,

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Kelly Mitchell

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Judy

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To: Collaso-Talbert, Judith
Cc: Thomas Pyle
Subject: Re: Wk of Jan 9 Transition Team Briefings-Meetings

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(b) (6)

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- Energy Policy (EPSA)
- Loan Programs

Thank you. Have a great evening.

Judy

<Wk of Jan 9 Transition Team Briefings-Meetings.docx>

Yanos, Brian (CONTR)

MA.00

From: Collaso-Talbert, Judith
Sent: Monday, January 09, 2017 4:19 PM
To: Thomas Pyle; Travis Fisher; Marty Dannenfelser; David S. Jonas; (b) (6) Daniel
Simmons; William Greene; Mark Maddox; Kelly Mitchell
Cc: Collaso-Talbert, Judith
Subject: Jan 11 Transition Team Briefings-Meetings

All,

Attached is the schedule of Briefings on Wednesday. There were no requests for Briefings or meetings for tomorrow.

Judy
202-287-6600



Jan 11 Transition
Team Briefin...

Transition Team Briefings/Meetings

Wednesday, January 11

9:30-11:00	Emergency & Incident Mgmt Council (NNSA, OE, MA)	(DJ/MD/JS/DS/WG/MM/KM) (5E-058)
1:00-2:00	Energy Policy Systems Analysis (EPSA) (Carol Battershell)	(JS/DS/WG/MM/KM) (5E-058)
2:30-4:00	Loan Programs (Mishkin, Kim, Schneir)	(JS/DS/WG/MM/KM) (5E-058)

Yanos, Brian (CONTR)

From: Collaso-Talbert, Judith
Sent: Wednesday, January 11, 2017 10:25 AM
To: Thomas Pyle
Cc: Maddox Mark
Subject: Information from Mark Maddox
Attachments: 20170111100426429.tif

Good Morning Tom,

I hope all is going well for you!

Mark asked me to scan in the attached item and forward it to you.

Have a great day.

Judy
202-287-6600

Attachment to MA-90
Transferred to DOE's
Office of Inspector
General

Yanos, Brian (CONTR)

From: Kolb, Ingrid
Sent: Thursday, January 12, 2017 10:24 PM
To: Wells Griffith
Subject: RE: Meeting tomorrow

Thanks! See you tomorrow.

From: Wells Griffith <wells.p.griffith@ptt.gov>
Sent: Thursday, January 12, 2017 6:12:36 PM
To: Kolb, Ingrid
Subject: Meeting tomorrow

Hi Ingrid,

Nice talking with you earlier. Joe and I will be at the DOE office at 10am. Joe and my vehicle and license plate info is listed below for guest parking.

Griffith: (b) (6)
Uddo: (b) (6)

Thank you and we look forward to see you tomorrow.

Wells

--
Wells Griffith
Wells.P.Griffith@ptt.gov

Yanos, Brian (CONTR)

From: Ashby, Steven F <sfashby@pnnl.gov>
Sent: Friday, January 13, 2017 8:00 PM
To: thomas.j.pyle@ptt.gov
Cc: Kolb, Ingrid; Vasquez, Peggy S; Novich, Carolynn
Subject: following up on your meeting with the National Labs

Mr. Pyle,

As Chair of the National Laboratory Directors' Council, I wish to follow up on the meeting we had prior to the holidays. We very much appreciate the opportunity to interact with you, Mr. Simmons, and Mr.(b) (6) ; and we hope you found the interaction equally valuable. Please let us know if you need any additional information or would like to meet on a particular topic.

We are, of course, also eager to engage the new Secretary and his team. We would be grateful for any introductions you could make as they come on board.

Best regards,
Steve

Steven F. Ashby
Laboratory Director

Pacific Northwest National Laboratory
902 Battelle Boulevard
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Richland, WA 99352 USA
Tel: 509-375-4550
Fax: 509-375-6844
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